

**Report to: Cabinet**

**Report: 13th September 2012**

**Subject: Transformation Programme & Revenue Budget 2012 - 2015**

**Report of:** Head of Corporate Finance & ICT &  
Head of Transformation Services

**Wards Affected: All**

**Is this a Key Decision?** Yes.

**Is it included in the Forward Plan?** Yes

**Exempt/Confidential**

No

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## **Main Report**

This report presents the Cabinet with a package of potential savings options which could be progressed in order to move toward the achievement of a balanced budget in 2013/14 and 2014/15. At this stage the report seeks approval to consult communities, partners, key stakeholders and employees, as appropriate, on the options prior to any consideration by Council. The extent of the options identified reflects the significant challenge of identifying a further £43.7 million of savings equivalent to an 18.5% reduction of the total net budget.

The report contains a number of Annexes listed below for ease of reference:

Annex A Work Programme Timetable

Annex B Executive Summary of the Leisure Activity Review

Annex C Ongoing Business Efficiencies

Annex D Senior Management Structure

Annex E Options on which approval to commence internal consultation and engagement activity is sought

Annex F Options on which approval to commence consultation and engagement activity with the community is sought

## **Recommendation(s)**

### **Cabinet is recommended to**

- a) note that all figures in this report are working assumptions of efficiencies and options to be considered and the figures should not be seen as predetermining any decisions. Many of these options will be subject to consultation and engagement, and any figures indicated are being used to facilitate outline budgetary forecasting only (paragraph 1.4)
- b) agree the work programme timetable contained in Annex A (paragraph 2.8)

### **Annex B – Leisure Activity Review**

Having due regard for the information in Annex B

- c) note the content of the Executive Summary of the Leisure Activity Review (paragraph 3.3)

### **Annex C - Business Efficiencies to progress immediately & MTFP updates**

- d) consider the business efficiencies and changes to the MTFP as described in Annex C and recommend their approval to November 2012 Council and mandate Officers to commence engagement and implementation processes with partners,

- key stakeholders, employees and Trade Unions as appropriate with a view to achieving the agreed changes at the earliest opportunity (paragraph 4.5)
- e) note that the proposed changes table contained in Annex C are various technical changes to specification, renegotiated contracts, establishment vacancies and/ or budget planning adjustments, and agree that it is satisfied that there is no change to service delivery for service users. As a consequence there will be no equality implication for service users to consider this change, where changes effect establishment HR processes will cover equality implications (paragraph 4.6)
  - f) note that standard Council procedures will be observed in the instances where the Council are required to inform the public (Annexes C, E & F) (paragraph 4.7)

### **Options Requiring Internal Consultation**

- g) agree that Officers commence a consultation process with employees and Trade Unions (including but not limited to) to secure an agreement on terms and conditions options, including the issue of relevant statutory notifications, if appropriate (paragraph 5.3)
- h) approve the new senior management structure detailed at paragraph 5.6 for consultation and delegate its implementation, together with the associated HAY Review including any potential equality implications, to the Chief Executive (paragraph 5.11)
- i) consider the integration agenda, recommend its progression to Council in November 2012 and mandate Officers to commence consultation and implementation processes with partners, key stakeholders, employees and Trade Unions including the issue of relevant statutory and contractual notifications if appropriate to achieve the changes at the earliest opportunity (paragraph 5.12)
- j) consider the options contained in Annex E and mandate Officers to commence consultation with partners, key stakeholders, employees and Trade Unions (paragraph 5.13)
- k) note that Officers will comply with HR policies and procedures and this will include regular HR monitoring reports to the Cabinet Member Corporate Services (paragraph 5.14)

### **Annex F - Options Requiring Consultation, Engagement or Information**

- l) agree the commencement of a conversation with the community in relation to an increase in Council Tax that could provide a balance with the need to identify additional savings (paragraph 6.3)
- m) having due regard for the information contained in Annex F Cabinet is asked to mandate officers to commence consultation and engagement processes with the community, partners, key stakeholders, employees and Trade Unions (paragraph 6.5)
- n) note that the equality implications will be assessed should Members agree the proposed option be taken forward at a later date (paragraph 6.6)

### **Thematic Options Requiring External Consultation & Engagement**

agree the commencement of

- o) a conversation with the community, employees and partners with regard to ways of working including service integrations (paragraph 7.2)
- p) a conversation with the community with regard to subsidies and charges in order

- to understand the communities' views on which services they would be willing to pay for (paragraph 7.3)
- q) a process of communication to inform the public regarding the standards of service they can expect and those services that the Council cannot continue to provide (paragraph 7.4)
  - r) a consultation with the community, partners and interested parties with regard to procurement and commissioning activities (paragraph 7.5)
  - s) a consultation with the private sector, local people and interested parties on the role that they could play in assisting the Council to meet the challenges ahead (paragraph 7.6)
  - t) a conversation with the voluntary, community and faith sector, local people and interested parties on the role that they could play in assisting the community and Council to meet the challenges ahead (paragraph 7.7)
  - u) a consultation with service users and all of our community partners to transform the way Sefton delivers the Social Care personalisation agenda (paragraph 7.8.3)
  - v) a consultation with those people who currently use day care services, including transport, and all of our community partners to transform the way the Council delivers day care opportunities in the future (paragraph 7.8.4)
  - w) a consultation with those people who currently use intermediate care services, and all of our community partners to transform the way the Council delivers these services in the future (paragraph 7.8.5)
  - x) consultation and engagement on the early intervention and prevention agenda with communities, services users, their families and carers and providers of services (paragraph 7.9)
  - y) consultation and engagement processes be further developed to inform the public why an estimated £43.7 million has to be saved and to seek views as to how this shortfall could be met (paragraph 8.4)

and

- z) agree that Officers are authorised in this report to consult on options appropriately and where necessary to issue statutory notifications under Section 188 and issue form HR1 (paragraph 8.12)
- aa) take account of the risks and mitigating actions identified in the annexes of this report when making delegated decisions and considering recommendations to Council (paragraph 10.4)

## How does the decision contribute to the Council's Corporate Objectives?

	<u>Corporate Objective</u>	<u>Positive Impact</u>	<u>Neutral Impact</u>	<u>Negative Impact</u>
1	Creating a Learning Community			√
2	Jobs and Prosperity			√
3	Environmental Sustainability			√
4	Health and Well-Being			√
5	Children and Young People			√
6	Creating Safe Communities			√
7	Creating Inclusive Communities			√
8	Improving the Quality of Council Services and Strengthening Local Democracy			√

The Council continues to forecast a significant budget gap over the period 2013-2015 requiring estimated savings of £43.7m. Additional budget savings and options will need to be identified over the coming months to ensure that future years' budgets can be balanced. It is a legal requirement to set a balanced budget and to ensure the medium term financial position is robust.

It should also be noted that the Council has not yet been notified of its Government Grant and therefore the level of required savings is only an estimate at this stage. It is unlikely that the grant notification will be received before December 2012 and it is anticipated that this will be a one year settlement only.

Early consideration of budget options continues to be essential as this will lead to informed decision making, including the consideration of the outcome of any consultations undertaken, the impact of any decisions to be made and any steps that can be taken to mitigate the impact of a decision.

### **What will it cost and how will it be financed?**

FD1728/2012 - The Head of Corporate Finance and ICT is a co-author of this report.

#### **(A) Revenue Costs**

The Council continues to forecast a significant budget gap over the period 2013/14 -2014/15 requiring estimated savings of £43.7m. The Government is expected to announce the local government grant settlement for 2013/14 in December 2012. It is unclear at this stage whether the position for 2014/15 will also be clarified at this point. The confirmation of external revenue support from Government will provide greater clarity of the Council's saving requirement for next year, but should hopefully give an indication of the issues to be addressed in 2014/15.

Additional budget savings and options will need to be identified over the coming months to ensure that future years' budgets can be balanced. It is a legal requirement to set a balanced budget and to ensure the medium term financial position is robust.

Early consideration of budget options continues to be essential as this will lead to informed decision making, including the consideration of the outcome of any consultations undertaken, the impact of any decisions to be made and any steps that can be taken to mitigate the impact of a decision.

### **(B) Capital Costs**

In recent years, the Government has provided the opportunity for authorities to apply for statutory redundancy costs to be capitalised. This has enabled such costs to be spread over a number of years, and therefore has reduced the initial financial burden on local authorities. The Department for Communities and Local Government (DCLG) has been approached by the Council to identify the application arrangements for 2012/13. The DCLG have indicated that the scheme is currently under consideration and that the position will be clarified in due course. Should the scheme not be continued, this will result in the Council having to identify one-off resources to finance these costs. This will therefore reduce the ability of the Authority to phase in saving options over the coming years.

### **Implications:**

The following implications of this proposal have been considered and where there are specific implications, these are set out below:

#### **Legal LD 1121/2012**

There are no direct legal implications arising from the contents of this report. However in the course of each of the individual projects, consultations, options etc. to achieve the savings required detailed consideration should be given to the legal, human rights and equality implications. Such consideration will also need to be evidenced to ensure that the Council's decision making processes are defensible.

#### **Human Resources**

As options and proposals are developed there will be a potential impact upon employees and the potential for both voluntary and compulsory redundancies.

It will be necessary for the Authority to comply with the duty to consult with recognised Trade Unions (and as necessary employees) and to complete as necessary a notification under Section 188 of the Trade Union Labour Relations (Consolidation) Act 1992. Also form HR1 to the Department of Business Innovation and Skills notifying of redundancies may need to be filed dependent on numbers. Officers are authorised to enter into consultation and complete statutory notices where appropriate albeit much of this report provides for consultation as to options.

Full and meaningful consultation should take place with the Trade Unions and employees on the matters contained within this report.

## Equality

1. No Equality Implication
2. Equality Implications identified and mitigated
3. Equality Implication identified and risk remains

X

In relation to compliance with the Equality Act 2010, Section 149, Members need to make decisions in an open minded balanced way showing due regard to the impact of the recommendations being presented. Members also need to have a full understanding of any risks in terms of people with protected characteristics and any mitigation that has been put in place. Equality Impact Assessments, including consultation, provide a clear process to demonstrate that Cabinet and Council have consciously shown due regard and complied with the duty. Whilst the risks remaining have been identified these relate to the options that will be subject to external consultation for which at this moment in time a full Impact Assessment cannot be undertaken. When consultation is completed on these options further reports will be brought back to Cabinet and Council and will include full Impact Assessments.

### **Impact on Service Delivery:**

Service implications as currently understood are described within the options in this report. The identification of further implications will form part of the budget, public engagement and consultation processes.

### **What consultations have taken place on the proposals and when?**

Regular and ongoing consultations have taken place with Strategic Directors, Director of Built Environment, Director of Street Scene, Director of Young People & Families, Director of Older People, Director of Corporate Support Services and Director of Commissioning, Head of Personnel, Head of Legal Services and Trade Unions.

Some of the options detailed in the report have been subject to previous consultation and engagement during last year's budget process and options at Annex F & E, subject to Cabinet approval, will undergo public consultation and engagement (Annex F) and internal consultation (Annexes E & F).

### **Are there any other options available for consideration?**

Additional budget savings and options will need to be identified over the coming months to ensure that future years' budgets can be balanced. It is a legal requirement to set a balanced budget and to ensure the medium term financial position is robust. Any such options would be the subject of appropriate consultation.

### **Implementation Date for the Decision**

The process and approach described in this report will be considered by Overview and Scrutiny Committee (Performance and Corporate Services) 18/09/2012.

Consultation and engagement activity as agreed by Cabinet will be considered by the Public Engagement and Consultation Panel 21/09/2012

Initial recommendations to Council will be considered 22/11/2012 for implementation at the earliest opportunity if approved.

Decisions in respect of other budget options will be implemented once the required consultation is considered to be finalised and Council has considered the outcome.

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**Background Papers:**

## 1. Background

- 1.1 The Council will be required to set a balanced budget for 2013/14 and 2014/15 which is estimated will require a reduction in current expenditure levels of £43.7m over the two years. This level of shortfall is as a result of reductions in Government funding, inflation costs and demographic demand mainly in social care support for adults. This should be seen in the context of previously approved savings of £64 million implemented over the previous two years. A summary of the budget gap is shown below:

	2013/14	2014/15
	£m	£m
<u>National policy changes:</u>	8.6	10.0
Council Tax reduction scheme	0.5	0.0
<u>Inflation:</u>	7.9	7.0
<u>Demographics – Demand Pressure Services growth:</u>		
– Adult Social Care	4.0	3.0
<u>Full Year Effect of Previous Year Decisions:</u>	0.7	2.0
Total Budget Gaps	<b>21.7</b>	<b>22.0</b>

- 1.2 It must be stressed that the forecast of required savings is an estimate only. The Council will not receive its formula grant figure from Government until December 2012 and it is likely that this will cover 2013/14 only. However it is important to plan on the best available information otherwise there would be insufficient time to consider impact and engage appropriately.
- 1.3 Early identification and consideration of options as to how these savings can be achieved will be required. This report is a major step towards the establishment of the budget plan for 2013/14 and 2014/15. It must be stressed that the options identified in Annexes C, E & F are presented to enable appropriate consultation and engagement to be undertaken. This will ensure that the views of interested parties will be available for the Council prior to making its final decisions. The Council will therefore be able to take the consultation and engagement activity into account when the final budget is set.
- 1.4 The figures quoted in this report relating to options for consultation are estimates of the financial impact to support the budgetary planning process and should not be seen as predetermining any decisions. Cabinet is asked to note that all figures in this report are working assumptions of efficiencies and options to be considered and the figures should not be seen as predetermining any decisions. Many of these options will be subject to consultation and engagement, and any figures indicated are being used to facilitate outline budgetary forecasting only (*recommendation a*).



1.5 From April 2013, the Council will be responsible for public health services, currently managed by Primary Care Trusts (PCTs) and for improving the health of the people in Sefton. This change will have an impact on the Council's overall budget but at this stage this is not fully understood. The budget plan, therefore, does not currently include any assessment of the potential impact that this change may deliver. Further reports will identify the prioritisation of Public Health specific grant activities.

## **2. Work Programme & Approach**

- 2.1 Over the past three years, Members and Officers have made significant efforts in developing options, undertaking consultation and engagement and delivering approved savings. The Council has taken a planned approach, prioritised and critically assessed how available resources are spent and this has been an extremely challenging task. To date these processes have identified options Members could consider to achieve a balanced budget while meeting its previously agreed priorities. The majority of these savings have been achieved through real efficiencies and better commissioning. To date the Council has been able to protect the most vulnerable and it can be demonstrated that there has been no disproportionate impact on protected groups.
- 2.2 Early in 2012 Members and Officers recognised that further refinements to the existing process would be essential to ensure that the Council continues to meet the budget reductions required by Government. July 2012 Cabinet agreed that the process which included Officers reviewing all service areas should continue. When reviewing services, Officers' professional judgement and analysis will identify the potential minimum and tolerable levels of service, based on current knowledge, risk, legislation and policy. This in turn will provide further options for Members to consider and consult on. A whole Council approach continues to be taken to safeguard against any consequential impacts across the Council remaining unidentified. In addition to this Officers will continue to explore different commissioning strategies, delivery models and ways of working.
- 2.3 As options develop they are reviewed by a Quality Assurance Group. This group was established to ensure that there is a strong link between the Transformation Programme and the budget process and Members have all the information needed for effective decision-making.
- 2.4 The process must continue to be supported by timely decision making, in relation to budget issues, as given the scale of savings required it is imperative that Council continues to take further steps to reduce its spending. On this basis this report seeks to propose a package of savings options for consultation.
- 2.5 As the Council continues to develop and deliver the budget plan it will aim to work with partner organisations to:
- Resource agreed priorities
  - Define the core purpose of the Council
  - Where possible cushion the impact on the most vulnerable
  - Achieve efficiencies before service reduction or cessation
  - Maintain the longer term strategic view in the context of the current financial realities

- Achieve a balanced and sustainable budget
- Implement efficient and effective support systems and processes
- Facilitate community responsibility and capacity to reduce the reliance on public sector services

2.6 As outlined above the Council's approach will be to;

- define priorities and identify who our “most vulnerable” are
- integrate all key support activities to provide efficient, co-ordinated, consistent, effective, services
- develop evidence-based and targeted early intervention and prevention approaches to improve outcomes and reduce longer term financial impacts
- identify those services which the Council must continue to provide as an absolute minimum and assess their current efficiency
- assess and manage risks based on new financial forecasts
- identify ongoing business efficiencies which will have manageable impacts on service quality and quantity
- further understand where budget reductions will result in reduced quantity and/or quality of service
- maximise the potential of community and Council assets to improve outcomes and reduce longer term financial impact
- assess how locally determined chargeable services could operate on a full cost (including all overheads) recovery basis
- assess the community wide cumulative impact of cuts during the decision making processes

2.7 In addition to these options the Voluntary Early Retirement/Voluntary Redundancy programme inviting expressions of interest approved by Members in 2009 remains open to the workforce and is actively promoted.

2.8 Following further planning and options development sessions Officers have refreshed the work programme timetable. Cabinet is asked to agree the work programme timetable contained in Annex A (*recommendation b*).

### 3. Reviews

- 3.1 Members will recall that Officers are progressing a number of reviews and that these may identify further options.
- 3.2 **Libraries** – In February Cabinet agreed a review of Library Services. The public engagement process closed on 31<sup>st</sup> July 2012. Over 6700 responses have been received from both users and non users of the service. Options associated with this review are still in development and will be presented to the October 2012 Cabinet.
- 3.3 **Leisure Activity** – As part of the Budget process for 2012/13 Cabinet requested that Officers undertake a review of Leisure Activity.

The review has concentrated on the Sport & Recreation service, and Annex B provides an Executive Summary of the review. The potential savings, should Members accept the recommendations include operational efficiencies in the service, increased income, and a review of the management arrangements. The accumulated potential savings identified amount to £841,000, and these are identified within this report (Annexes C & E).

Having due regard of the information in Annex B Cabinet is asked to note the content of the Executive Summary of the Leisure Activity review (*recommendation c*).

- 3.4 **Street Lighting** – Consultation continues in relation to options capable of reducing energy use and thus minimise cost increases and potentially securing cost savings. This includes dimming and/or switching off street lights or use of more energy efficient lights which will reduce energy costs but require some investment in order to procure the required equipment. It is proposed that a report outlining the outcome of the review and providing savings options will be presented to Cabinet during October 2012.
- 3.5 **Adult Transport** - A two month pilot has been established in partnership with Sefton New Directions. The objectives of the project are to identify the feasibility of increasing the range and quality of services available to all adult service user groups (excluding those with complex needs) using day services through the use of recreational and cultural facilities. The provision of transport requirements will be assessed following the evaluation of the pilot scheme.
- 3.6 A number of other reviews are continuing and progress will be reported to future Cabinet meetings. These reviews include a number of integration opportunities that will require internal consultation.

### 4. Business Efficiencies to progress immediately & MTFP updates

- 4.1 Annex C contains a number of ongoing business efficiencies (C1.1 to C12.5) to be noted and recommended to Council for immediate approval. When developing these proposals Officers have taken account of the resilience of the service and are satisfied that there is no change to service delivery for service users. The working assumptions associated with these efficiencies indicate that these changes will identify an £11.680m reduction to the 2013/2015 budget gap.
- 4.2 The Medium Term Financial Plan (MTFP) has made provision for some inflationary effect on the cost of services and supplies. Annex C includes an option (C12.5) to cash limit non pay budgets. This will require services to reduce the level of purchases in line with inflation and

build further economic savings into all service plans. A provision of £500k will be set aside to meet exception excessive inflation should the need arise.

- 4.3 The MTFP contains provision for the introduction of household collections of plastics and cardboard from April 2013. Annex C includes an option (C6.7) to defer the implementation of the changes until August 2014 and thereby phase the introduction of the new expenditure over two financial years.
- 4.4 It was agreed in MTFP to temporarily reduce the Highways Maintenance Budget by £800k in 2011/12 & 2012/13, with the budget returning to the 2010/11 levels (i.e. return of the £800k) in 2013/14. Annex C (C3.3) includes an option to further defer the return of the £800k until 2014/15.
- 4.5 Cabinet is asked to consider the business efficiencies and changes to the MTFP as described in Annex C and recommend their approval to November 2012 Council and mandate Officers to commence engagement and implementation processes with partners, key stakeholders, employees and Trade Unions as appropriate with a view to achieving the agreed changes at the earliest opportunity (*recommendation d*).
- 4.6 Cabinet is asked to note that the proposed changes table contained in Annex C are various technical changes to specification, renegotiated contracts, establishment vacancies and or budget planning adjustments, and agree that it is satisfied that there is no change to service delivery for service users. As a consequence there will be no equality implications to consider. Where changes effect establishment HR processes will cover equality implications (*recommendation e*).
- 4.7 Cabinet is asked to note that standard Council procedures will be observed in the instances where we are required to inform the public (*recommendation f*).

## **5. Options Requiring Internal Consultation**

- 5.1 Members will be aware that there have been significant changes in employee terms and conditions over the last two years achieving budget savings of £4m. This has been achieved following a detailed consultation process with Trade Unions.
- 5.2 Discussions relating to employee terms and conditions options will be undertaken with Cabinet and Trade Unions over the next month.
- 5.3 Cabinet is asked to agree that Officers commence a consultation process with employees and Trade Unions (including but not limited to) to secure an agreement on the terms and conditions options, as well as the issue of relevant statutory notifications, if appropriate (*recommendation g*). It is the ambition that this consultation will identify a £6m reduction to the 2013/2015 budget gap.
- 5.4 The Council's senior management structure underwent a major overhaul in 2010/11. This involved a radical reduction in the number of managers, saving the Council in excess of £1m. However at that time it was stressed that the situation needed to be kept under review in the light of further savings requirement and changes to the service provision.
- 5.5 With the prospect of a further £43.7m of cuts, it is necessary to further review this structure. In doing so the following factors have been taken into account;

- a) the Council's financial position
- b) the reduction in the size and shape of the organisation
- c) the requirement to ensure there is sufficient management and leadership capacity to deliver the significant challenges facing the Council
- d) the requirement for some element of stability for senior managers to ensure priorities are met and expectations are managed
- e) the structure will need to develop further as the budget options are identified and implemented.

#### 5.6 The following changes are proposed

- a) The deletion of the post of Strategic Director – Place. The current post holder will take Voluntary Early Retirement/Voluntary Redundancy (VER/VR)
- b) The deletion of the post of Director of Corporate Support Services. The current post holder will take VER/VR
- c) The re-designation of the Strategic Director People to Deputy Chief Executive. This post to maintain a strategic leadership of the People Directorate, to deputise as appropriate for the Chief Executive, to work collaboratively with all service directors to achieve delivery of priority outcomes
- d) The Chief Executive will operate as Head of Paid Service, assume strategic leadership of the Place Directorate and corporate support functions and work collaboratively with all service directors to achieve delivery of priority outcomes
- e) The Post of Director of Young People & Families to be formally designated as the statutory Director of Childrens Services (DCS)
- f) The Post of Director of Older People to be formally designated as the statutory Director of Adult Social Services (DASS)
- g) The support services of the Council have already undergone major change in successive budgets. In addition further integration and reorganisation is planned. It is proposed that all key support services should be grouped under a single Service Director. This would combine the appropriate functions of the Director of Corporate Commissioning and the Director of Corporate Support (post deleted). At this stage it is not possible to define specific service responsibilities until the budget and integration proposals are finalised. The existing Director of Corporate Commissioning would be assimilated into the post of Director of Corporate Services in line with existing personnel procedures.
- h) No changes are proposed to the number of Service Directors at this time, although there will be some changes in responsibility to reflect the deleted posts and the changes in role of the current Strategic Director – People.
- i) As indicated above (g) further consideration is needed to determine the appropriate management arrangements for all Corporate Services. This will be heavily influenced by any reductions in these functions as a result of the budget process. A major programme of integration will determine the size and shape of these functions in the future.
- j) There are no current proposals for a further corporate restructure for Head of Service and Service Manager positions. However these posts are subject to change as a result of any approved budget options. It may be necessary to revisit the overall structure in 18 months time to ensure that it is fit for the future.

5.7 All posts within the senior management structure are designated under the HAY scale. All recent appointments have been made on indicative grades often based on the individuals' existing grade. This position is unsustainable as roles and responsibilities for some posts have changed significantly, either increased or reduced. This represents an inherent

equality risk. It is therefore necessary to undertake a HAY review similar to the wider Pay and Grading Review which all other employees has been through. The review will be undertaken by the independent Hay Group which is a reputable and recognised expert for management pay and grading. Some managers' pay may go down as a result of the review and some may see an increase in their pay. This will be as a result of them having less, or more, responsibilities in their new roles. This will ensure the required equity and follows on from the Pay and Grading Review undertaken for all other employees.

5.8 The review of the senior management structure and HAY review will result in a significant and permanent saving for the Council. At this stage it cannot be calculated with accuracy as the outcome of the HAY review is not known. However it is anticipated that net savings of at least £150k should be achieved.

5.9 Subject to approval, the required consultation with employees can commence. It is anticipated that the structure will be implemented by April 2013 to allow the retention of the capacity required to deliver the budget reductions. The HAY review will commence immediately and should be completed within the same timeframe.

5.10 The senior management structure continues to be reduced as the size and shape of the Council changes. It is important that the Council consolidates its senior management capacity to deliver the significant change agenda while reducing cost. This latest change will see the total reduction in the very senior management position from 18 in 2010/11 to 8 in these new proposals.

5.11 Cabinet is requested to approve the new senior management structure detailed at paragraph 5.6 and Annex D for consultation and delegate its implementation, together with the associated HAY Review (including) any potential equality implications, to the Chief Executive (*recommendation h*).

5.12 **Integration** - The Council delivers and commissions a complex range of services, many of which are supported by various management structures, specialist and professional support teams. The Council will continue to explore opportunities to ensure the efficient and effective deployment of specialist skills and knowledge with the aim of achieving a £1m saving from both management and employee costs through the integration of various teams. Amongst the areas for consideration are Business Intelligence, Performance & Policy, Commissioning, Communications & Marketing, Learning & Development, combining, rationalising same & similar activities and various management arrangements.

Cabinet is asked to consider the integration agenda, recommend its progression to Council in November 2012 and mandate Officers to commence consultation and implementation processes with partners, key stakeholders, employees and Trade Unions including the issue of relevant statutory and contractual notifications if appropriate to achieve the changes at the earliest opportunity (*recommendation i*).

5.13 Annex E contains a number of options to be considered. Cabinet is asked to consider the options contained in Annex E and mandate Officers to commence consultation with partners, key stakeholders, employees and Trade Unions (*recommendation j*). Updates will be provided to Cabinet in October with a view to Cabinet considering options for recommendation to November 2012 Council. The working assumptions associated with these options indicate a £3.955m adjustment to the 2013/2015 budget gap.

- 5.14 Cabinet is asked to note that Officers will comply with HR policies and procedures and this will include regular HR monitoring reports to the Cabinet Member Corporate Services (*recommendation k*).

## **6. Specific Options Requiring External Consultation**

- 6.1 The Council Tax for Sefton services has been frozen for 2 years, supported by a one off grant from the Government in the current year. The Government has indicated that this grant will not be repeated in 2013/14. The replacement funding for this grant is included in the estimated savings gap of £43.7 million. The Council will need to consider if it wishes to increase the Council Tax in 2013/14. The estimated maximum increase that could be raised in 2013/14 without a referendum is £2m. The consultation will highlight that an increase in Council Tax would correspondingly reduce the need to make service reductions.
- 6.2 The level of increase is restricted by legislation unless the Council choose to seek approval by referendum.
- 6.3 Cabinet is asked to agree the commencement of a conversation with the community in relation to an increase in Council Tax that could provide a balance with the need to identify additional savings (*recommendation l*).
- 6.4 Over the last six months Officers have continued to review all service areas with a view to identifying potential options for making the required savings. In all cases attempts have been made to reflect emerging Council priorities and minimise the impact to communities. The potential impact and risks associated with these options have been assessed based on current knowledge and understanding. Annex F proposes an initial package of potential budget options on which approval to commence consultation and engagement activity with the community is sought. This approval to commence consultation and engagement will enable the Council to make informed decisions in respect of the two year budget plan.
- 6.5 Having due regard to the information contained in Annex F Cabinet is asked to mandate officers to commence consultation and engagement processes with the community, partners, key stakeholders, employees and Trade Unions (*recommendation m*).
- 6.6 Cabinet is asked to note that the equality implications will be assessed should Members agree the proposed option be taken forward at a later date (*recommendation n*). This will be reported when final recommendations are brought for a decision.
- 6.7 It is anticipated that the outcomes of the consultation and engagement activity identified in Annex F will be reported to Cabinet in January 2013 in order inform the formal budget setting process
- 6.8 As mentioned earlier in the report Officers are continuing to explore all service areas with a view to identifying further options for consultation. Should further options for consultation be identified these will be brought forward at a later date. Implementation of these options would need to take into account appropriate consultation requirements and the possible financial impacts of part year delivery.
- 6.9 The working assumptions associated with these options indicate that these potential changes could identify savings in the region of £7.150m during 2013/2015.

## **7. Thematic Options Requiring External Consultation & Engagement**

7.1 The options identified at Annexes C, E and F are specific and the potential impact and implications can be identified to a high level of confidence. However there are other options which will be more complex with multiple implications and potential cumulative effects. At this stage these thematic options have been identified for high level consultation but do not include any estimate of savings. The formulation of detailed options will continue alongside the consultation process with the scope, risks, consultation requirements and equality implications being identified as the programme develops.

### **7.2 Ways of Working**

7.2.1 The Council delivers and commissions a complex range of services and is looking to transform the way in which these services are delivered. The Council is committed to improving efficiency, quality and accessibility across services. Over the coming years the Council will explore, develop and deliver as many opportunities as possible. This will include, but not be limited to, ways of accessing services e.g. telephone or internet, co-location of Council and partner services, multi purpose roles e.g. early intervention, process change and shared services and commissioning.

7.2.2 Cabinet is asked to agree the commencement of a consultation with the community, employees and partners with regard to ways of working including service integration (*recommendation o*).

### **7.3 Subsidies and Charges**

7.3.1 The Council funds services through various means including fees and charges where this is legally possible. In setting charges the Council will take account of various factors including who benefits, the outcomes achieved and the impact that price has on future demand. In effect the charging mechanism reflects the extent to which the Council is able to subsidise the services it provided. This thematic option will look at the major service areas for which charging is possible and will consider what is the appropriate level of that charging to reflect the level of subsidy the Council is able to give.

7.3.2 Over recent years the Council has striven to improve the efficiency of these services. There is now very limited scope to make further efficiency savings. The current level of subsidy could be ceased or reduced further by increasing income levels and or seeking alternative funding. This may provide an alternative option to ceasing the service all together. This report contains a number of options relating to subsidies and charges contained in Annexes C and F. In addition to these options Cabinet is asked to agree the commencement of a conversation with the community with regard to subsidies and charges in order to understand the communities' views on which services they would be willing to pay for (*recommendation p*).

7.3.3 This conversation will seek views on how and when activities that become unviable as a result of changes to current funding, or subsidy levels, either charges are introduced, increased or the activities are reduced or ceased.

### **7.4 Standards of Service**

7.4.1 As mentioned earlier in the report the Council delivers and commissions a complex range of services. Many of these services are currently delivered to specified customer service standards, frequencies and hours of service. As budgets reduce the Council will need to



consider the viability of the continued application of these standards as it may no longer be possible to meet customer expectation in all areas. It is proposed that the Council publishes a set of customer standards that will be consistently applied and will be used to performance manage services in the future. These will be updated annually to reflect changes in future resources.

- 7.4.2 Cabinet is asked to agree the commencement of a process of communication to inform the public regarding the standards of service they can expect and those services that the Council cannot continue to provide (*recommendation q*).

## 7.5 Commissioning

- 7.5.1 The Council is committed to delivering best value, sustainable solutions through smart and innovative procurement and commissioning.
- 7.5.2 Cabinet is asked to agree the commencement of a consultation with the community, partners and interested parties with regard to procurement and commissioning activities (*recommendation r*).

## 7.6 Economy & Tourism

- 7.6.1 In 2011 the Council agreed that the activities of the Economic Development Division be directly funded from successful bids for external funding, realising a budget saving of £714,000, and the Economic Development Division be allowed to reinvest future successful bids for external funding into maintaining and further developing service provision. Since that time a restructure has meant that the Tourism Service is now associated with Economic Development, recognising the importance of Tourism to the economy of the borough, particularly Southport. The City Region visitor economy is projected to grow rapidly in future years and Sefton's unique 'offer' provides the opportunity to increase visitor numbers, establishing the Borough as a conference venue and maximising the benefits of the 'Classic Resort' and 'Golf Coast' brands. The division currently undertakes activity in 3 general work areas; jobs, employment and skills; support for businesses and business growth; and regeneration including tourism. The Council's budget for this is £0.576m.
- 7.6.2 In order for the Council to continue to meet the challenges ahead it needs to forge stronger relationships with the private sector. Increased visitor numbers will provide financial benefits for the private sector while providing jobs for local people and enhanced level of services, greater than the population could sustain. The role of the private sector in sustaining employment, retail opportunities and town centres must be understood by the wider community.
- 7.6.3 Cabinet is asked to agree the commencement of a consultation with the private sector, local people and interested parties on the role that the private sector could play in assisting the Council to meet the challenges ahead (*recommendation s*).

## 7.7 Voluntary Community & Faith Sector

- 7.7.1 Sefton has a diverse and vibrant voluntary, community and faith sector with over 1300 different groups and organisations registered with Sefton Council for Voluntary Services. The sector delivers diverse services ranging from football clubs, gardening clubs, to carers support, sexual health and domestic violence services and volunteering opportunities. The sector will have a crucial role to play in the future in assisting the Council to meet the

challenges ahead and reduce the reliance on public sector funding through consortia working.

7.7.2 Cabinet is asked to agree the commencement of a conversation with the voluntary, community and faith sector, local people and interested parties on the role that they could play in assisting the community and Council to meet the challenges ahead (*recommendation t*).

## 7.8 Vulnerable People

7.8.1 The Council's vision for Vulnerable People Social Care services is one of quality, using prevention and earlier intervention to help people retain independence for as long as they can. At the same time ensure that the Council supports vulnerable people to remain safe at home, giving them and the opportunity of control over services to meet their assessed needs. The Council aims to build self reliance, protect people's dignity and enhance their quality of life.

7.8.2 Social Care spend accounts for approximately 50% of the Council's controllable budget.

### 7.8.3 Personalisation

- a) In December 2007 a Ministerial concordat was launched in 'Putting People First: a shared vision and commitment to the transformation of adult social care'. Since that time adult social care in Sefton has promoted the use of the Direct Payment Scheme and self directed support.
- b) The Care Support White Paper published in July 2012 confirmed that the policy will be to further develop personal budgets as a mandatory part of all care plans for those individuals whose care is commissioned by the Council.
- c) Cabinet is asked to agree the commencement of a consultation with service users and all of our community partners to transform the way Sefton delivers the personalisation agenda (*recommendation u*).

### 7.8.4 Day Opportunities

- a) Day Care Services are currently provided away from the person's home and transport is usually arranged as part of the care plan. The Council spends £5.1m on Day Care for an in year average of 700 clients in 26 locations. Day Care services cater for people with learning disabilities, older people, people with mental health issues, people with sensory impairment and people with physical disabilities.
- b) The Council needs to ensure that Day Care Services are meeting the assessed needs of all individuals on a value for money basis. The outcome of the pilot described in Annex F (ref F3.2) will contribute to the transformation process seeking to offer new and flexible opportunities that meet assessed needs.
- c) Cabinet is asked to agree the commencement of a consultation with those people who currently use day care services, including transport, and all of our community partners to transform the way the Council delivers day care services in the future (*recommendation v*); this is not a Council only review but a joint approach to ensure assessed need is met through the delivery of efficient services.
- d) The Council will explore as part of the consultation all suggestions for new activities, locations, time, and methods of funding to transform the services.

- e) There are no pre-set outcomes prescribed by the Council. However, the Council's overall resources will shrink over coming years, which may have an impact on the resources available for vulnerable people, so the consultation will have to be conducted with this in mind. It is the intention that the Council will seek to develop a range of options that are widely endorsed by stakeholder groups, that lead to an agreed strategic direction and has clear and deliverable outcomes.
- f) The Council will hold a series of events in communities where the views of clients, their families and carers, and the community as a whole are listened to and reflected in the review process.

#### **7.8.5 Intermediate Care**

- a) The re-enablement service is part of an intermediate care strategy developed by the Department of Health in 1999. The service provides short term intervention for adults following an illness or hospital stay. Through this intervention users can regain their independence to allow them to remain in their own homes and communities with minimal support.
- b) The Council is seeking to strengthen the principle of re-enablement, whereby clients, through careful support and encouragement are empowered to help themselves.
- c) Cabinet is asked to agree the commencement of a consultation with those people who currently use intermediate care services, and all of our community partners to transform the way we deliver intermediate care services in the future (*recommendation w*).

#### **7.9 Early Intervention & Prevention Focussing on the Most Vulnerable Children & Young People**

- 7.9.1 The Council is currently assessing how to transform services provided for children, young people and families, especially those that are deemed to be disadvantaged and at risk of not achieving their potential or the best quality of life. Annex E contains options relating to Early Intervention & Prevention Focussing on the Most Vulnerable Children & Young People.
- 7.9.2 The Council is committed to providing children, young people and their families with integrated, accessible and equitable services that are designed to keep them safe, healthy and inspired to do the best they can. The Council must ensure that the services provided are best value for money.
- 7.9.3 The Council believes that a shift in emphasis from providing services to everyone towards supporting those who are most vulnerable – and from reacting to problems towards preventing problems from happening is the right approach. The Council is proposing that the focus in the future should be on multi-agency and multi-disciplinary led early intervention and prevention, targeted at those most in need.
- 7.9.4 This could be achieved by reducing universal services and changing the approach to the development of new multi-disciplinary teams as well as providing improved, targeted programmes of support.
- 7.9.5 It is considered that this approach will reduce dependency on high cost, low volume interventions in Children's Social Care.

7.9.6 Cabinet is asked to approve the commencement of consultation and engagement on the early intervention and prevention agenda with communities, services users, their families and carers and providers of service (*recommendation x*).

## **8. Consultation and Engagement**

- 8.1 The principle of further reductions in Government support to Local Authorities has been clearly identified nationally and the Council needs to clearly set out the resultant potential savings options and their implications to the public so that meaningful consultation can be undertaken, in order to inform decision making during this budget planning period.
- 8.2 Members will recall that the timescales for the consultation and engagement will vary depending on the option and whether it is internal or community consultation.
- 8.3 Public engagement and consultation on the Sefton Strategic Needs Assessment (SSNA, otherwise known as the Joint Strategic Needs Assessment, JSNA) commenced in late July. This consultation and engagement includes a range of methods from a formal questionnaire on the website through to interactive “Planning for Real” with groups and members of the community. Included within this engagement and consultation is a conversation with individuals and communities about the challenges the Council currently face with regard to having to make a further £43.7 million saving over the next two years. The “Planning for Real” process asks individuals and communities to make choices between services they value and need; and those services that the Council must provide. Early feedback from the events demonstrates that members of the public and community groups are becoming more aware of how difficult it is to make such choices yet welcome the opportunity to be engaged in the process. Raising awareness and having conversations about need, services and available resources will help to inform the decision making by Members when considering which options should be implemented.
- 8.4 It is proposed that this consultation and engagement process be further developed to include a process of informing the public why an estimated £43.7 million has to be saved and to seek views as to how this shortfall could be met (*recommendation y*). The Council intends to consult on a set of principles from which the policy direction for setting a balanced sustainable budget can be set. Consultation on the principles will also include the commencement of a conversation around service standards, subsidies, charges and what the Council could continue to provide. The You Choose process will be developed further to engage the public in setting a balanced budget, thereby raising awareness of the difficult choices that the Council will have to make in the future with regard to setting a balanced and sustainable budget. In addition, and in order to ensure transparency and to meet legislative requirements, specific consultation and engagement on some of thematic areas outlined above, such as changes to the way in which day opportunities are provided and from where, will also be undertaken. Consultation will commence 24<sup>th</sup> September 2012 and close 16<sup>th</sup> December 2012. It is anticipated that the outcome of this consultation will be reported back in January 2013 Cabinet. Standard Council procedures will be observed in the instances where we are required to inform the public.
- 8.5 Media briefings and media releases continue to be issued to sign-post interested parties to the full range of options.
- 8.6 Annexes C and E include a number of options requiring internal consultation and information only and Annex F includes a number of options requiring both external and internal information and consultation. Members will recall that before any notice to

terminate employment is given to an employee, it is necessary for the Local Authority to comply with its duty to consult. This involves meaningful consultation taking place in respect of proposals with Trade Unions and employees.

- 8.7 If options and proposals involve potential contractual changes and/or redundancy, in some cases up to three months notice may be needed to be given to employees. Any employee dismissed with more than 12 months service will attract the protection of unfair dismissal provisions under the Employment Rights Act 1996. Regardless of an employee's length of service, claims for discrimination can potentially be made on a number of grounds.
- 8.8 Before any notice is given to an employee, it is necessary for the Local Authority to comply with its duty to consult. This again involves meaningful consultation taking place in respect of proposals with Trade Unions and as necessary employees. This should include a compliance with the Trade Union Labour Relations (Consolidation) Act 1992 where meaningful consultation should include consultation on, amongst other matters:
- (a) the options/proposals
  - (b) avoiding the dismissals
  - (c) reducing the number of employees dismissed
  - (d) mitigating the consequences of the dismissal.
- 8.9 All of the above must be undertaken with a view to reaching agreement with Trade Union representatives.
- 8.10 Under the Trade Union Labour Relations (Consolidation) Act 1992, a notice must be provided at an appropriate time to the recognised Trade Unions outlining:
- (a) the reasons for proposals
  - (b) the numbers and descriptions of employees the Authority proposes to dismiss as redundant
  - (c) the total number of employees of that description employed at any site or establishment
  - (d) the proposed method of selecting employees who may be dismissed
  - (e) the proposed method of carrying out the dismissals including the period over which the dismissals are to take effect
  - (f) the proposed method of calculating the amount of redundancy payments to be made (other than statutory redundancy pay) to employees who may be dismissed.
- 8.11 In addition to the collective situation, individual consultation must take place as necessary to inform employees that they are at risk and to invite consultation and the consideration of alternatives. There is a general duty of maintaining contact and discussion with employees.
- 8.12 Given the potential numbers involved, 90 days before any dismissals take effect a letter under Section 188 of the Trade Union Labour Relations (Consolidation) Act 1992 must be provided to the recognised Trade Unions which covers the areas within that legislation. Also Form HR1 must be provided to the relevant Government Department in the same timescale. Cabinet is asked to agree that Officers are authorised in this report to consult on options appropriately and where necessary to issue statutory notifications under Section 188 and issue form HR1 (*recommendation z*).

- 8.13 Dependent upon how options have an effect and/or are formulated, steps will then need to be put into place by officers and additionally when proposals are forthcoming; consideration needs to be given to the equality impact as necessary.
- 8.14 Weekly meetings take place with the Trade Unions and consultation has commenced in respect of the options.
- 8.15 This has involved in respect of UNITE, GMB and UNISON meeting with the Head of Corporate Personnel and representatives from departments to be briefed in respect of each option. Any options which involve employees being potentially at risk if the option were to be taken, has been subject to an explanation to the trade unions. The Trade Unions have been given an opportunity to attend meetings in the workplace with their members and additionally to raise any questions or queries that they may have.
- 8.16 Separately consultation has also taken place with the Teacher related Trade Unions and additionally this commenced with the options being forwarded to those trade unions with an opportunity to raise questions, concerns and queries at regular trade union meetings. These meetings also take place regularly.
- 8.17 The consultation with all Trade Unions provides a good opportunity for an exchange of views and clarification on issues which affect employees.

## **9. Equality Act 2010 Duty and Impact Assessments**

- 9.1 As the Council puts actions into place to set a balanced and sustainable budget for 2013/14 and future years, there is a need to be clear and precise about our processes, and impact assess potential change options, identifying any risks and mitigating these as far as possible. The impact assessments, including any feedback from consultation or engagement where appropriate, will be made available to Members when final recommendations are presented for a decision. This will ensure that Members make decisions in an open minded balanced way showing due regard to the impact of the recommendations being presented in compliance with the Equality Act 2010.

## **10. Risk Management**

- 10.1 As part of budget setting process the Council continues to regularly review strategic and operational risks and puts in place measures to manage those risks. The Council will continue to make decisions that ensure it can continue to deliver priority services within available resources.
- 10.2 July 2012 Cabinet noted and understood the risks outlined in the report. Annexes E and F contain a number of option specific risks and where possible identify potential mitigating actions.
- 10.3 The process of consultation will help to identify any further risks to local community infrastructures and individuals.
- 10.4 Cabinet is asked to take account of the risks and mitigating actions identified in the annexes of this report when making delegated decisions and considering recommendations to Council (*recommendation aa*).

## 11. Conclusion

- 11.1 The Council continues to face significant reduction in Government resources coupled with increased demographic and inflationary pressures. A budget gap of £43.7m is forecast for 2013/15 with a further reductions anticipated in following years. The Council must achieve a balanced budget by March 2013 while ensuring that relative priority of services is recognised and taken into account.
- 11.2 The identification of options for consideration becomes increasingly difficult as the value of required budget reductions and demographic pressures increase. The level of change required means that the continuation of some services has got to be questioned. Over the coming months a variety of consultation approaches will be used, this will enable the Council to better understand what the community values most.
- 11.3 The specific options in this report identify potential savings in the region of £26m and it is anticipated that further options will develop from the other areas identified within the report.

<b><u>Saving Options identified</u></b>	£m
Terms & Conditions	6.000
Senior Management	0.150
Integration	1.000
Annex C	11.680
Annex E	3.309
Annex F	3.955
	<hr/>
	26.094
	<hr/>

- 11.4 In developing these options Members and Officers have endeavoured to identify the impact on the community of Sefton. During this next phase of consultation the Council will seek to further improve its understanding of the impact associated with the potential changes and associated risks. What is clear is that a budget reduction of this scale required will have a very significant impact. The Council will work with the community to identify sustainability issues and mitigating opportunities, however, it must be noted that in managing change of this scale will require the Council to work within new parameters of risk.
- 11.5 The wider consultation will encourage the community to submit further ideas for Members to consider.
- 11.6 The achievement of a balanced budget by 2014/15 still remains a very significant challenge for the Council. The options and timetable within the report provide Council with business efficiencies and options that could contribute to this but as yet the full requirement has not been identified.
- 11.7 The scale of the challenge to identify, develop and implement the required reduction over the next two years is such that the Council cannot do so without recognising the potential need to “invest to save”. The capacity to deliver change on top of increasingly demanding day-to-day-work, and against a backdrop of contraction over the last few years, means capacity will have to be created to enable the delivery of a programme to transform the organisation and enable the Council to deliver prioritised services and support those most in need. This also has to be seen in the context of the reduction in senior management capacity.

11.8 It is too soon to define the details of potential projects or to quantify the costs, timescales and the anticipated financial and other benefits. The feedback relating to the thematic options in this report will enable Officers to scope further potential options and projects for Cabinet to consider in the future. However, given the scale of the deficit and the need to ensure the Council can continue to deliver on the Council's priorities, the Council needs to ensure that key decisions are taken and implemented, or are at least well under way, by the end of 2013/14.



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## Annex A

<b>Timetable Strategic Leadership Team (SLT) 2012/13</b>		
19 <sup>th</sup> July	Cabinet	<ul style="list-style-type: none"> <li>• Consider               <ul style="list-style-type: none"> <li>○ process further budget changes not requiring consultation with the public nor containing employee redundancy implications</li> </ul> </li> </ul>
20 <sup>th</sup> July	Public Engagement and Consultation Panel	<ul style="list-style-type: none"> <li>• Consider public engagement activity</li> </ul>
16 <sup>th</sup> August	Cabinet	<ul style="list-style-type: none"> <li>• Achievement of 2012/13 savings</li> </ul>
6 <sup>th</sup> September	Council	<ul style="list-style-type: none"> <li>• No budget activity scheduled</li> </ul>
13 <sup>th</sup> September	Cabinet	<ul style="list-style-type: none"> <li>• Consider               <ul style="list-style-type: none"> <li>○ budget changes not requiring consultation with the public nor containing employee redundancy implications</li> <li>○ options requiring internal consultation only</li> <li>○ public engagement feedback</li> <li>○ options requiring external consultation</li> </ul> </li> </ul>
18 <sup>th</sup> September	Overview & Scrutiny (Performance & Corporate Services)	<ul style="list-style-type: none"> <li>• Progress report</li> </ul>
11 <sup>th</sup> October	Cabinet	<ul style="list-style-type: none"> <li>• Consider               <ul style="list-style-type: none"> <li>○ further budget changes not requiring consultation with the public nor containing employee redundancy implications</li> <li>○ proposals (internal)</li> <li>○ options requiring external consultation</li> <li>○ Recommend any budget savings for implementation</li> <li>○ Libraries Review options</li> </ul> </li> </ul>
6 <sup>th</sup> November	Overview & Scrutiny (Performance & Corporate Services)	<ul style="list-style-type: none"> <li>• Progress report</li> </ul>
8 <sup>th</sup> November	Cabinet	<ul style="list-style-type: none"> <li>• Feedback on any consultations which have been completed</li> <li>• Identify any further options for consultation</li> <li>• Recommend any budget savings for implementation</li> </ul>
22 <sup>nd</sup> November	Council	<ul style="list-style-type: none"> <li>• Consider Cabinet recommendations</li> </ul>
6 <sup>th</sup> December	Cabinet	<ul style="list-style-type: none"> <li>• No budget activity scheduled</li> <li>• Update on Government Grant if available</li> </ul>
15 <sup>th</sup> January	Overview & Scrutiny (Performance & Corporate Services)	<ul style="list-style-type: none"> <li>• Progress report</li> </ul>

17 <sup>th</sup> January	Cabinet	<ul style="list-style-type: none"> <li>• Feedback on any consultations which have been completed</li> <li>• Recommend any budget savings for implementation</li> </ul>
31 <sup>st</sup> January	Cabinet	<ul style="list-style-type: none"> <li>• Feedback on any consultations which have been completed</li> <li>• Recommend any budget savings for implementation</li> </ul>
7 <sup>th</sup> February	Council	<ul style="list-style-type: none"> <li>• Briefing to Council on outcome of consultation and engagement activity on options</li> <li>• Consider Cabinet recommendations</li> </ul>
14 <sup>th</sup> February	Cabinet	<ul style="list-style-type: none"> <li>• Recommend any budget savings for implementation</li> </ul>
19 <sup>th</sup> February	Overview & Scrutiny (Performance & Corporate Services)	<ul style="list-style-type: none"> <li>• Proposed Revenue Budget for 2013/15 for comment</li> </ul>
28 <sup>th</sup> February	Cabinet	<ul style="list-style-type: none"> <li>• No budget activity scheduled</li> </ul>
28 <sup>th</sup> February 2013	Budget Council	<ul style="list-style-type: none"> <li>• Approval of Budget and Council Tax</li> </ul>

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## Annex B

### Leisure Activity Review 2012 Executive Summary

1. The terms of reference for the review were formally adopted by Cabinet in March 2012.
2. The review concentrated on the Sport and Recreation service as a separate review on Library services is being undertaken, and the operation of Arts services is part of the Atkinson project which has been and will continue to be reported to Members.

#### Outcome of the Review

#### 3. To explore models of governance and alternative methods of service delivery

A specialist leisure consultancy KKP was engaged to provide a report on the financial implications of the Council externalising its sports & recreation services.

The Government has announced that there will be changes to the way in which NNDR (Non-Domestic Rates) is collected and distributed. The current system of local authorities collecting rates and forwarding them to the Government will cease. Instead local authorities will collect and retain their own rates. The Council will potentially lose the financial advantage of NNDR savings for charities and hybrid leisure trust operators.

KKP's financial appraisal of the in house operation against the three externalised options was:-

Net Subsidy	In-house	New Trust	Hybrid Private Sector	Existing Trust
<b>Total Net Expenditure</b>	<b>3,464,576</b>	<b>2,724,325</b>	<b>2,614,524</b>	<b>2,676,355</b>
<b>Additional costs</b>		<b>215,000</b>	<b>545,181</b>	<b>368,235</b>
<b>Net budget</b>	<b>3,464,576</b>	<b>2,939,325</b>	<b>3,159,705</b>	<b>3,044,590</b>
<b>Variance from base budget</b>		<b>-525,251</b>	<b>-304,870</b>	<b>-419,986</b>
<i><b>Additional efficiencies identified as part of Leisure Activity review</b></i>	<b>-841,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>New Net Budget</b>	<b>2,623,576</b>	<b>2,939,325</b>	<b>3,159,705</b>	<b>3,044,590</b>
<b>One off set up costs</b>	<b>0</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>

The imposed NNDR changes have a major impact, and the following table identifies that alternative management options do not provide the NNDR saving and the rationale for externalisation is all but lost

Description	2012/13 projection	New trust	Hybrid private	Existing trust
Variance from base budget achieving NNDR savings	<b>3,464,576</b>	<b>525,251</b>	<b>304,870</b>	<b>419,986</b>
Variance from base budget <b>NOT</b> achieving NNDR savings		<b>43,204</b>	<b>-177,176</b>	<b>-62,061</b>

### 3. Compare Sefton's leisure provision against others and gain best practice from within the sector.

Prior to 1997 leisure provision in Sefton was considered poor and outdated. The Sports Facilities Strategy adopted by the Council in 1997, and reviewed in 2002 and 2009 has enabled the Council to attract significant external funding to update and renew its leisure facilities.

- Secure total investment of £44.85 million for new facilities in Sefton (since 2005).
- Attract £17.8 of external funding (40% of total investment).

Sefton now has a network of new, modern facilities and in general the vision adopted in 1997 is largely complete.

The service is part of the APSE benchmarking service. The latest available statistics show all Sefton's facilities performing above the national average in terms of cost per head of population, subsidy per visit, operational recovery ratio, and subsidy per hour. In essence, Sefton is one of the leaders in the field for performance and cost effectiveness.

### 4. Review existing private sector contractual obligations and explore the potential for further cost efficiencies.

The four contracts the Council has have been reviewed with the following outcomes:-

- i) **Formby Pool** - There is the potential to consider extending the lease/management agreement for the operation of the pool to Formby Pool Trust for a period of between 10 and 20 years, and to amend the fees and charges structure. The Head of Corporate Legal Services is seeking further legal advice with regard to this matter.
- ii) **Crosby PFI** - Officers have held discussions with both Waterfront Leisure and Parkwood Leisure The way in which the contract is structured leaves little scope for reduction without the Council incurring significant penalties.
- iii) **Eze Fitness (2 Contracts)** – Following Cabinet's decision on 24<sup>th</sup> May to terminate the DSW contract, notice was served on Eze Fitness with effect from 17<sup>th</sup> June 2013. The effect of returning this operation back in house is that the Council will not have to share income generated from use of the fitness suite. It is estimated that this will yield an increase in income to the Council of £73,000 per annum. A business efficiency (C10.2) relating to this is contained in Annex C.

The Bootle Sports Centre contract is structured differently with no termination for convenience arrangement, therefore if the Council wishes to consider removing itself from this contract there will be penalties to pay for loss of profit and construction costs. The contract has a further 8 years to operate and is due to cease in June 2020. In line with all other service areas Officers will continue to review this and seek to identify further efficiencies and potential options for consideration.

### 5. Demonstrate Value for money

Over the past two years the net budget for the service has reduced from £2.03m to £1.660m. If the options identified as part of this review are accepted by Members the budget will reduce to £1.056m to operate 6 leisure centres. The efficiencies / options identified in Annex C provide further evidence of value for money and include:-

Ref	Service Area	Change proposal	Proposed Reduction	
			2013/14	2014/15
C10.1		Leisure operations – improved membership retention and payment methods	200	0
C10.3		Leisure operations – increase in income	150	0
C10.4		Reduce supplies and services budget	23	0
C10.5		Reduce revenue growth for utility charges	200	0

- i) **Value for Money Services** - As mentioned earlier the Sport & Recreation service is a member of APSE. There are a number of value for money indicators that clearly establish the Council's leisure centres as some of the best performing in the Country. The budget reductions in the past two years has taken £1.149m out of the budget therefore it can be presumed that the net cost of operating the leisure centres have further reduced providing greater value for money.

#### 6. Ensure all possible funding streams are accessed.

The Sport & Recreation service ensure that every opportunity is maximised for inward investment from external funding. The section delivers in the region of 20 projects or services funded solely through external sources. In recent times the success of numerous funding bids has led to inward investment of £750,000 in 2010/11; £1.06 m in 2011/12; and £1.22 million in 2012/13.

Approximately 40 posts in the Sport and Recreation Section together with the projects and programmes developed by these employees are externally funded in their entirety. At least 90% of the activity created via external projects and programmes is delivered through Sefton Council leisure facilities, with the knock on effect of additional visits and income into the Council.

#### 7. Foster and Strengthen partnerships

The service works extensively in partnership with a wide range of agencies. Nationally, the Council's "Active Sefton" brand has contributed significantly to the formation of national policy where it has been recognised by numerous government departments and agencies as a model of good practice including the Department of Health, Department for Education & Skills, Department for Culture, Media & Sport and Home Office. It is the reputation the Service has gained with its partner organisations that has led to increasing investment year on year, currently standing at £1.22 million per annum.

#### 8. Review Working patterns to ensure viability

The Council continually reviews the way in which it provides services. This has included the working arrangements for employees. Over the past three years the Council has attempted to operate in a more commercially focused manner to ensure that the service remains competitive and viable. As posts become vacant Officers are looking at ways in which the service could be delivered differently, by combining roles and responsibilities to drive out further efficiencies. It is proposed that further rationalisation of management activity and functions where appropriate could identify a further £50,000 in savings. Option E2.5 in Annex E relates to this.

#### 9. Explore co-location opportunities

As mentioned earlier in the report the Council is considering how it can best develop Day Opportunities to reflect the changing needs and aspirations of current and future users. Adult Social Care/Health & Wellbeing and Sefton New Directions are working together to identify an operational model around the use of Universal settings such as Libraries, Arts, and Leisure Centres to improve the outcomes for adults in receipt of Day Support.

The pilot project identified in Annex F (F3.2) with Sefton New Directions is scheduled to commence shortly and seeks identify the feasibility of increasing the range and quality of services available to adults using day services through the use of recreation and culture facilities. The pilot will cover two months and will be centred on Crosby Lakeside, the NAC, and Meadows.

The main objectives of the pilot are to:-

1. Improve the quality and range of services available to adults in receipt of social care
2. Increase the usage of leisure facilities during traditionally quiet periods
3. Reduce the cost of providing day care provision via co-location.



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## Annex C

This Annex contains a number of ongoing business efficiencies (C1.1 –C12.5) to be noted and recommend their approval to November 2012 Council and mandate Officers to commence engagement and implementation processes with partners, key stakeholders, employees and Trade Unions as appropriate

Members are asked to note that all figures in the tables below are working assumptions of proposals to be considered and figures should not be seen as predetermining any decisions.

### Planning

<u>Ref</u>	<u>Service Area</u>	<u>Change proposal</u>	<u>Proposed Change £000</u>
C1.1	Building Control	Vacant post to be made obsolete and restructure	20
C1.2	Land Searches	Land searches income	35
C1.3	Planning DC	Commissioned technical advice	28
C1.4	Planning DC	Pre-application advice – charge	6
C1.5	Planning DC	Increase planning app fee in line with national legislation	50
C1.6	Planning DC	Reduce Consultancy	12
<b>Sub Total</b>			<b>151</b>

### Environment

<u>Ref</u>	<u>Service Area</u>	<u>Change proposal</u>	<u>Proposed Change £000</u>
C2.1	Environmental Health	Reduced services and supplies	55
C2.2	Environmental Health	Reduced Eco Centre Costs	15
C2.3	Licensing	Other Licensing Reserve	2013/4 240 2014/5 - 240
<b>Sub Total</b>			<b>70</b>

### Investment Programme & Infrastructure

<u>Ref</u>	<u>Service Area</u>	<u>Change proposal</u>	<u>Proposed Change £000</u>
C3.1	Infrastructure	Re-integration, re-commission and restructuring of services – Built Environment	TBC
C3.2	Home Improvements	Housing Improvement Agency service brought in house	TBC
C3.3	Contracted Services	Defer re-instatement of highway management funding	2013/4 800 2014/5 -800
C3.4	Network Management	Highway development control income target	40
<b>Sub Total</b>			<b>40</b>

## Economic Development

<u>Ref</u>	<u>Service Area</u>	<u>Change proposal</u>	<u>Proposed Change £000</u>
C4.1	Tourism	Budget restructure and cost savings	67
<b>Sub Total</b>			<b>67</b>

## Landscape Services

<u>Ref</u>	<u>Service Area</u>	<u>Change proposal</u>	<u>Proposed Change £000</u>
C5.1	Grounds Maintenance	Contractors indexation/eff. discounts	100
C5.2	Parks	Fernery/aviary shop - refine and redefine the working practices	10
C5.3	Cemeteries & Crematoria	Vacant post to be made obsolete	15
C5.4	Parks	Further changes to Parks Management and standards in parks	100
<b>Sub Total</b>			<b>225</b>

## Direct Services

<u>Ref</u>	<u>Service Area</u>	<u>Change proposal</u>	<u>Proposed Change £000</u>
C6.1	Commercial Waste	Increased income	100
C6.2	Public Conveniences	Public conveniences reviewed	40
C6.3	School Crossings	Review crossing service and transport costs	40
C6.4	Catering	Other catering activity (income target)	100
C6.5	Vehicle Management and maintenance	MOT testing (income target)	50
C6.6	Security Force	Security Force & Careline Service (income target)	200
C6.7	Recycling	Defer introduction of plastic and cardboard household collections	2013/4 1,000 2014/5 - 600
C6.8	Recycling	Budget re-alignment	200
<b>Sub Total</b>			<b>1,130</b>

## Learning & Support

<u>Ref</u>	<u>Service Area</u>	<u>Change proposal</u>	<u>Proposed Change £000</u>
C7.1	Complementary Education	Budget re-alignment	100
C7.2	Pupil Attendance	Teaching element - Budget re-alignment	65
C7.3	Pupil	School absence prevention and action –	60

	attendance and welfare	make vacant posts obsolete	
C7.4	Education	Speech and Language Therapy - Budget re-alignment	95
C7.5	School Improvement team	Premises, supplies and services - Budget re-alignment	50
<b>Sub Total</b>			<b>370</b>

### **Targeted Support for Children & Families**

<b><u>Ref</u></b>	<b><u>Service Area</u></b>	<b><u>Change proposal</u></b>	<b><u>Proposed Change £000</u></b>
C8.1	Youth Offending Service	Cease Connexions post delivered within Youth Offending Service	24
C8.2		Make vacant sessional worker posts obsolete	54
C8.3		Make vacant parenting co-ordinator post obsolete	43
C8.4	Early Intervention & Prevention	Make vacant research and information post obsolete	28
C8.5	Early Intervention & Prevention	Re-organisation of disabled children database workload	20
<b>Sub Total</b>			<b>169</b>

### **Vulnerable People**

<b><u>Ref</u></b>	<b><u>Service Area</u></b>	<b><u>Change proposal</u></b>	<b><u>Proposed Change £000</u></b>
C9.1	Drug Service	Single point of assessment Budget Re-alignment	224
C9.2	Adult Social Care	Budget re-alignment	120
<b>Sub Total</b>			<b>344</b>

### **Health & Wellbeing**

<b><u>Ref</u></b>	<b><u>Service Area</u></b>	<b><u>Change proposal</u></b>	<b><u>Proposed Change £000</u></b>
C10.1	Sports & Recreational Services	Leisure operations – improved membership retention and payment methods	200
C10.2		Eze Fitness contract – terminate	73
C10.3		Leisure operations – increase in income	150
C10.4		Reduce supplies and services budget	23
C10.5		Reduce revenue growth for utility charges	200
<b>Sub Total</b>			<b>646</b>

## Commissioning

<u>Ref</u>	<u>Service Area</u>	<u>Change proposal</u>	<u>Proposed Change £000</u>
C11.1	Democratic Services	Shared services elections resilience v future cost implications	0
C11.2	Communications	Improved procurement of council wide communications activity	100
<b>Sub Total</b>			<b>100</b>

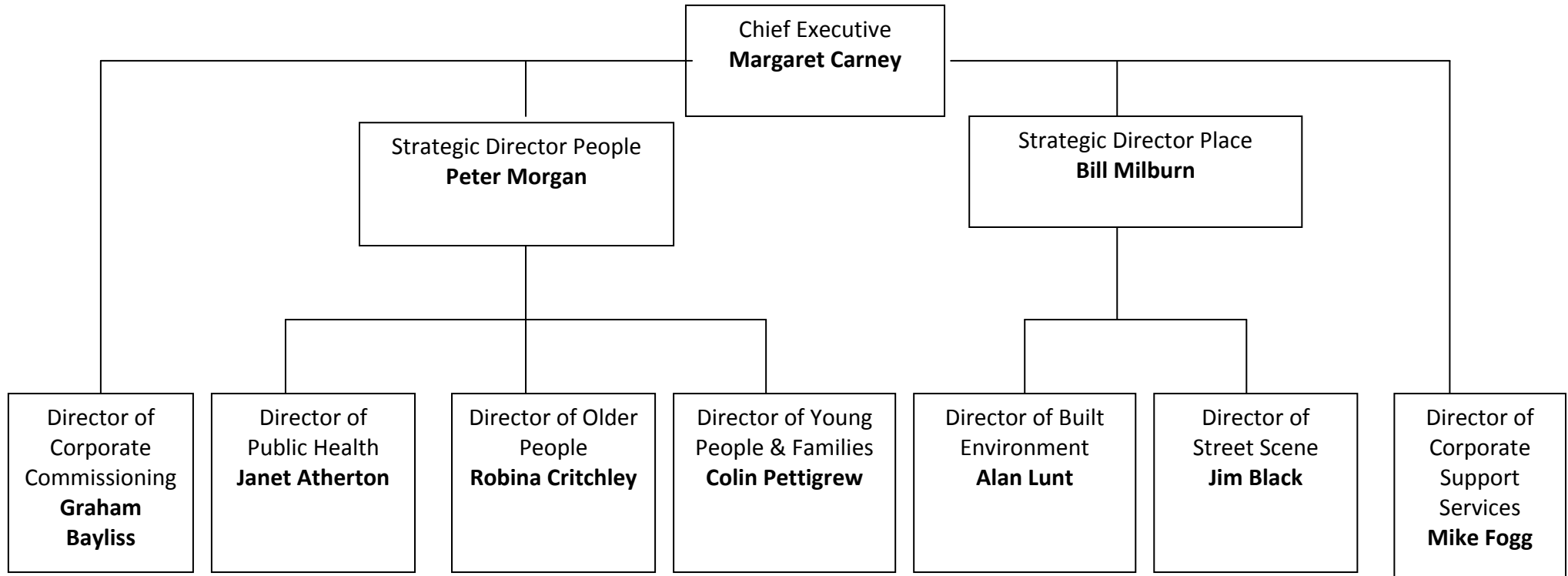
## Corporate Support Services

<u>Ref</u>	<u>Service Area</u>	<u>Change proposal</u>	<u>Proposed Change £000</u>
C12.1	Learning and Development	Budget re-alignment	80
C12.2	Housing Benefits	Increased housing benefit grant from reduced error rates	500
C12.3	Finance	Reduced external audit fees, recoverable VAT & Improved cash management – pension costs	1,300
C12.4	Finance	Printing and publications	20
C12.5	Finance	Cash limit non pay budgets	6,468
<b>Sub Total</b>			<b>8,368</b>

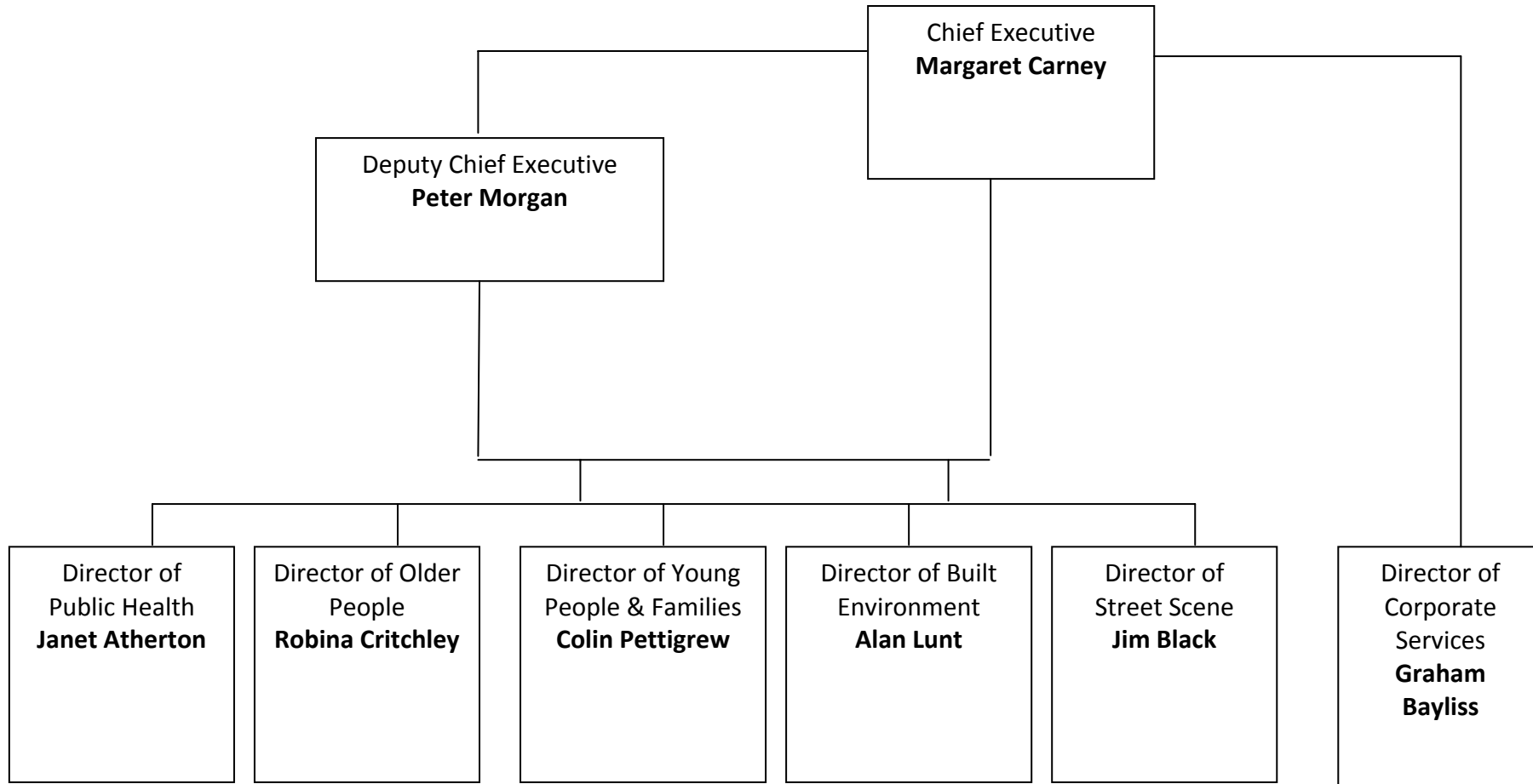
<b>Total</b>	<b>11,680</b>
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**Annex D SEFTON COUNCIL**  
**SENIOR MANAGEMENT STRUCTURE**  
**APRIL 2012**



**SEFTON COUNCIL**  
**SENIOR MANAGEMENT STRUCTURE**  
**PROPOSED SEPTEMBER 2012**





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## Annex E

This Annex contains a package of budget options on which approval to commence internal consultation and engagement activity is sought. Members are asked to note that all figures in the table are working assumptions of proposals to be considered and figures should not be seen as predetermining any decisions.

### Place

<u>Ref</u>	<u>Service Area</u>	<u>Change option</u>	<u>Proposed Change £000</u>
E1.1	Cleansing	Review of Service	300
<b>Sub Total</b>			<b>300</b>

### People

<u>Ref</u>	<u>Service Area</u>	<u>Change option</u>	<u>Proposed Change £000</u>
E2.1	Children's Social Care	Review Commissioning of all residential beds for children	1,000
E2.2	School Admissions Service	Improved access to service, restructuring and income	40
E2.3	Educational Psychology	Team re-structure and budget re-alignment	50
E2.4	Early Intervention & Prevention	Service re-design	332
E2.5	Health & Wellbeing	Review of operational and management arrangements	2013/4 320 2014/15 -125
E2.6	Commissioning	Restructure of Service Development & Support	350
E2.7	Vulnerable People	Reconfiguration of Care Management Teams	270
<b>Sub Total</b>			<b>2,237</b>

### Commissioning

<u>Ref</u>	<u>Service Area</u>	<u>Change option</u>	<u>Proposed Change £000</u>
E3.1	Communications	Integration of Communications (employees )	100
E3.2	Democratic Services	Review of Civic Support	60
E3.3	Democratic Services	Review of Civic Bookings	20
<b>Sub Total</b>			<b>180</b>

## **Corporate Support Services**

<b><u>Ref</u></b>	<b><u>Service Area</u></b>	<b><u>Change option</u></b>	<b><u>Proposed Change</u></b> <b><u>£000</u></b>
E4.1	Corporate Services	Learning and Development redesign and improved use of technology	150
E4.2	Corporate Services	Review of support services	362
E4.3	Finance	Review of risk management inc externally commissioned services	80
<b>Sub Total</b>			<b>592</b>
<b>Total</b>			<b>3,309</b>

## **Place**

### **Direct Services E1.1**

#### **Service Description: Cleansing Services**

The Cleansing Services Section is responsible for both Street Cleansing and Refuse Collection. It provides a comprehensive cleansing service for residential, retail, tourist and visitor areas, as well as all highways, pavements and litter bins. In addition, the service provides an Alternating Weekly Collection service for wheeled bins and a Sack Collection for other properties, as well as commercial waste and skip services, and civic amenities and clinical waste collections.

Every road and pavement in the Borough is cleansed over a twelve month period. Cleansing operatives using manual carts clean 3km each per day and each of the five mechanical sweepers we have cover some 15km per day. The night time arterial route cleansing programme cleans 15km per night on both sides of the carriageway.

There are 1,275 litter bins in the Borough and we utilise 3 Rapid Response teams to deal with graffiti, fly tipping, and cleansing problems in three zones across the Borough.

#### **It is proposed to commence consultation on/implement the following change –**

A borough wide review has been undertaken across the Cleansing Services Section as a whole to identify, quantify and develop an operational model which will deliver necessary outputs, but do so using fewer resources. This approach has also sought to concentrate resources on areas of greatest need as opposed to all areas receiving a similar amount of attention over a year.

It is also planned to reposition operational responsibility for various functions so that savings can be generated from economies of scale, new technologies, and new working practices.

#### **Rationale for service change proposal –**

The rationale for the proposals fall under a number of categories.

##### **New Technologies:**

There are areas in the borough where population and housing density is less, which in turn leads to less concentration of litter, fly tipping and blown waste. In these areas we currently utilise the same resource to cleanse the area, and yet the volumes collected are substantially less than the more dense areas. As such, it is possible utilise new technologies, such as electric vehicles, to cover far wider areas and litter pick on a 'spot' basis. It has also proved possible to amend practices relating to litter bin collection. New bin utilising standard 'wheelie bins' inside provide a larger capacity and also enable the collection to be undertaken by refuse wagons as opposed to a small 'cage tipper'. This further allows existing resources to be amended to produce further savings.

##### **Operational Responsibilities:**

There have previously been distinct operational boundaries between a number of services offered by the Council, which in the main relate to the operation and presentation of similar functions. The presentation of public facilities and areas currently involves street cleansing, landscaping, highways, tourism, parks, repairs, network services, refuse, and a range of 'external' functions such as maintenance contractors. By merging some of these functions it is possible to do at least the same with less resource.

**Staffing Issues:**

The introduction of new technologies and working practices will result in a reduction in the number of personnel to deliver the services. There are currently a large number of staff from across different sections within the Cleansing Service who wish to be considered for VR/VER. It is proposed to allow some 15 members of staff to leave the organisation which will in turn provide additional savings. The remaining workforce will be re-trained and/or upskilled as required to undertake the tasks required. This process will be funded in 2013/14 from savings from the staffing costs of those who leave. This in turn will provide an additional saving in 2014/15.

**The following activity will change, stop or significantly reduce –**

Cleansing functions will still be undertaken across the Borough. However, the resources will be identified and allocated to areas of high demand and areas of ‘special consideration’, such as commercial sectors, visitor destinations, etc. It is also proposed to enhance the ‘rapid response’ section of the service to provide additional resource and flexibility during periods of peak demand or areas requiring additional input due to local problems. In addition to the proposed reductions, a new ‘volunteer scheme’ is being implemented. This will allow residents and groups to organise ‘litter picks’ or adopt specific areas to assist with cleansing function. Equipment will be provided free of charge on a loan basis to individuals and groups.

**Impact of Service Change –**

**Service Users –** There should be little change in the cleanliness of any area in the Borough in relation to litter assuming that public behaviour in relation to dropping litter remains as it is now and does not deteriorate further. However, the combination of ‘spot cleansing’ practices and a reduction of staffing resource will reduce the amount of physical sweeping of pavements which is currently undertaken. To the untrained eye the effect of the changes may be minimal. However, there may be a rise in detritus found in some areas. As the changes are introduced the service will be adapted to deal with areas where the amount of detritus is rising. However, this can only be determined after the proposed changes are made. In the meantime, residents may see an increase of detritus in their local area.

**Partners –** N/A

**Council –** The Council will still meet its requirements under the Environmental Protection Act. However, perceived levels of cleanliness may be affected, especially in the short term.

**Communications, Consultations & Engagement –**

Type Inform  Consult internal  Engage  Partnership

Proposed Timeline In December 2012 a new refuse collection timetable is due to be delivered to every property in the Borough. It is therefore possible to advise residents of any service amendments at this time. Internal consultation in accordance with HR procedures

**Equality Impact Assessment –** The Quality Assurance group in looking at this proposal recognises that it is a change to working practices and is satisfied that there is no change to service delivery for service users. As a consequence there will be no equality implication to this change.

Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.

**Legislation Considered -** The requirements of the Environmental Protection Act 1990 have been considered in the development of this proposal.

**Risks & Mitigating Actions –** There is a risk that levels of cleanliness across the Borough will be noticeably poorer, especially in relation to detritus. However, during the implementation phase of 2013/14 additional resource will be allocated to the ‘rapid response’

services to allow areas of concern to be dealt with. As detritus build up patterns are identified and established it may be possible to further amend cleansing regimes to reflect the higher demand in certain areas.

<b>2012/13 Service Budget:</b> £3,872,150	<b>Saving 2013/14 (#):</b> £250,000 Full Year
<b>Staffing:</b> 129	<b>Additional Saving 2014/15 (#):</b> £ 50,000 Full Part Year
<b>Other Resources used:</b>	<b>Investment Required:</b> None
	<b>Staff at Risk: 15</b>

**People**

**Children & Young People**

**E2.1**

**Service Description: Children's Social Care**

Reduction in the use of Children's residential care beds and increase in the number of foster care places for adolescents. Implementation of Early Help models of service delivery to reduce over time the numbers of children entering costly social care services.

**It is proposed to commence consultation on/implement the following change –**

Review of the commissioning of all residential care beds both in-house and commissioned from a 3<sup>rd</sup> party to reduce the absolute number of residential beds by 11 by 2013 to bring Sefton more in line with statistical neighbours.

Seek permission to recruit three additional fostering social workers from the existing placements budget approx. £150,000 to accelerate the recruitment of new foster carers for adolescents to ensure that by 2014/15 the majority of adolescents are placed in foster care and not significantly more expensive residential care. The cost of these posts to be realised from the placements budget.

**Rationale for service change proposal –**

The overall reduction of residential care beds will produce a cashable saving, to be determined, by the end of 2013/14 financial year, assuming the absolute number of care places does not rise above the current 410.

With agreed recruitment to additional social work posts in the fostering service the emphasis will shift to recruiting carers for adolescents.

If by 2015 the number of children in care has fallen in line with statistical neighbours then we can expect to realise further savings by also assessing the commissioned packages of care at optimum and efficient levels.

On the current trajectory this number will not reduce without a shift in the way we work. If we are to support families earlier in their difficulties care must be taken to ensure sufficient resource within early intervention services to prevent increased referrals to children's social care were intervention costs are higher at each stage of the process.

**The following activity will change, stop or significantly reduce –**

There will be a positive drive to reduce the number of young people placed in residential provision. It will always be the case that residential care is the correct, preferred option for some children so it cannot be assumed that numbers can continue to shift until there are no residential beds.

**Impact of Service Change –**

**Service Users** – Positive impact for young people who have increased chance of family life.

**Partners** – N/A

**Council** – Reduction in costs improved Ofsted profile.

**Communications, Consultations & Engagement –**

Type Inform  Consult  Engage  Partnership

Internal consultation with workforce in accordance with HR procedures

**Proposed Timeline:** Consultation on residential services commissioning completed by November 2012. Council needs to agree a strategy for early intervention that is agreed by Cabinet, the Children's Trust Board, Local Safeguarding Children Board to ensure a shared understanding and commitment from partner agencies. Agreed strategy December 2012. Implementation plan including disestablishment and re-establishment of reconstructed generic workforce April 2013

**Equality Impact Assessment –** The Quality Assurance group in looking at this proposal recognises that it is a technical change and is satisfied that service user needs will continue to be met. Each service user is subject to regular assessment and this assessment meets the requirements of the Equalities Act.

Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.

**Legislation Considered –** Childrens Act 1989. Ofsted Inspection of child protection including early help provision.

**Risks & Mitigating Actions –**

Early intervention identifies children as yet, 'below the radar' who need to enter into child protection or looked after provision. Mitigation – recruitment of three additional Fostering Social Workers.

**2012/13 Service Budget:**  
£ 12,272, 600 ( placements only)

**Staffing:**

**Other Resources used:**

**Saving 2013/14 (#):** £500k

**Additional Saving 2014/15 (#):** £500k

**Investment Required: £ Nil**

**Staff at Risk: Nil**



## E2.2

<b>Service Description: School Admissions, Appeals and Student Support</b> School admissions.	
<b>It is proposed to commence consultation on/implement the following change –</b> Implement efficiency saving by increasing online admissions and include income from services for Academies.	
<b>Rationale for service change proposal –</b> There are efficiencies to be made through restructuring once the new admissions code comes into force and by increasing on-line applications.	
<b>The following activity will change, stop or significantly reduce –</b> Direction and encourage users to access on-line.	
<b>Impact of Service Change –</b> <b>Service Users –</b> Minimal <b>Partners –</b> None <b>Council –</b> None	
<b>Communications, Consultations &amp; Engagement –</b> Type Inform <input checked="" type="checkbox"/> Consult internal <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/>  Proposed Timeline If this option is approved for consultation it is anticipated that an update will be presented to Cabinet in October. Should Council approve this option it is assumed that implementation will be complete by April 2013. Consultation will take place in accordance with HR procedures.	
<b>Equality Impact Assessment –</b> Other access channels will remain available for those without access to the internet. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.	
<b>Legislation Considered -</b> School Standards and Framework Act 1998; School Admissions Code and School Admission Appeals Code 2012; Education Act 1996; Education and Inspections Act 2006; Education Act 2011.	
<b>Risks &amp; Mitigating Actions –</b> This is a demand led service so Officers will continue to prioritise the workload of the team. Other access channels will remain available. Should the additional income from Academies reduce or cease the service may be reconfigured to reflect the change in workload.	
<b>2012/13 Service Budget:</b> £314,000  <b>Staffing:</b> <b>Other Resources used:</b>	<b>Saving 2013/14 (#):</b> £ 40,000 (includes £10,000 income) Full Year <b>Staff at Risk: 2</b>

### E2.3

<b>Service Description: Education Psychology Team</b> Statutory requirement for any new and reviewed statement to have an Educational Psychologist statement.	
<b>It is proposed to commence consultation on/implement the following change –</b> Partial budget re-alignment of funding for the above service.	
<b>Rationale for service change proposal –</b> Further efficiencies identified through restructuring service and budget re-alignment to Dedicated Schools Grant (DSG).	
<b>The following activity will change, stop or significantly reduce –</b> None	
<b>Impact of Service Change –</b> <b>Service Users –</b> None <b>Partners –</b> None <b>Council –</b> None	
<b>Communications, Consultations &amp; Engagement –</b> Type Inform <input checked="" type="checkbox"/> Consult <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/> <b>Proposed Timeline:</b> April 2013	
<b>Equality Impact Assessment –</b> The Quality Assurance group in looking at this proposal recognises that it is a budget re-alignment and is satisfied that there is no change to service delivery for service users. As a consequence there will be no equality implication to this change Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.	
<b>Legislation Considered -</b> Statutory requirement for any new and reviewed statement to have an Educational Psychologist statement. Education Act 1996, amended by Education Act 1997, School Standards and Framework Act 1998 Special Education Needs and Disability Act 2001. (2001 legislation was amended in January 2002.) Education Act 2011 - New requirement for all exclusion hearings to have input regarding SEN.	
<b>Risks &amp; Mitigating Actions –</b> All statutory responsibilities will continue to be met as this proposal is a recharge against the DSG and a re-organisation of work therefore no risks. The saving will be made through a restructure of the Vulnerable Pupils team which will reduce the cost on the DSG and will enable funding to be re-aligned.	
<b>2012/13 Service Budget:</b> £575,000  <b>Staffing:</b>  <b>Other Resources used:</b>	<b>Saving 2013/14 (#):</b> £50,000 Full Year  <b>Staff at Risk: 1</b>



## Health & Wellbeing

### E2.5

<b>Service Description: Recreation &amp; Cultural Services – Review all operational and management arrangements (Leisure Activity Review)</b>	
<b>It is proposed to commence consultation on/implement the following change –</b> Review all management arrangements within the Recreation & Cultural service, to include operations and development functions and remodel where appropriate and identify further efficiencies. This includes freezing the recruitment against vacancy posts. As detailed as follows: <ul style="list-style-type: none"><li>• Delete post of Head of Library and Information. (£65,000)</li><li>• Delete post of Principal manager Community Cohesion (£36,000)</li><li>• Delete post of Principal manager in Service Development (£44,000)</li><li>• Freeze (for one year) the vacant posts for Wellbeing Service Manager and Service Manager for Recreation and Culture (£62,000 and £59,000)</li><li>• General management functions in Sport and Recreation to remodel following the Leisure Activity Review (£50,000)</li></ul>	
<b>Rationale for service change proposal –</b> Look to further streamline all operational and management arrangements.	
<b>The following activity will change, stop or significantly reduce –</b> Until remodelling has been identified it is difficult to determine what service activities will be effected.	
<b>Impact of Service Change –</b> <b>Service Users –</b> Longer response times from Management to issues raised, less operational management presence at Leisure Centres/ sports events. <b>Partners –</b> N/A <b>Council –</b> Efficiency saving, with the consequence that the ability to respond to requests for service, complaints, councillor enquiries, corporate deadlines will be significantly reduced.	
<b>Communications, Consultations &amp; Engagement –</b> Type Inform <input checked="" type="checkbox"/> Consult internal staff <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/> <b>Proposed Timeline:</b> If this option is approved for consultation it is anticipated that an update will be presented to Cabinet in October. Should Council approve this option it is assumed that implementation will be complete by April 2013. Consultation will take place in accordance with HR procedures.	
<b>Equality Impact Assessment –</b> The Quality Assurance group in looking at this option and is satisfied that there will be no impact service users. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.	
<b>Legislation Considered -</b> N/A	
<b>Risks &amp; Mitigating Actions –</b> Risk – Potential increase in risks for the Council with a further reduced Management presence. i.e.: Increase in complaints, potential failure to apply procedures etc.  Mitigations – undertake a review of duties and responsibilities of staff that remain to mitigate some of the operational risks. The need to transform the personalisation agenda is mentioned earlier in the report.	
<b>2012/13 Service Budget: £</b> <b>Staffing:</b> <b>Other Resources used:</b>	<b>Saving 2013/14 (#):</b> £ 320,000 Full Year <b>Additional Saving 2014/15 (#):</b> £ Reduced by £125,00 if frozen posts recruited against Full / Part Year <b>Staff at Risk: up to 5</b>

## E2.6

<p><b>Service Description: People Directorate Service Support &amp; Development Services</b>          Service Development &amp; Support Services includes:          Business intelligence &amp; planning; business/administrative support; ICT support; strategic support; Direct Payments support; Social Care Customer Access; Adult Safeguarding; Children's Policy; Management &amp; Admin P.A's; Children's and Adults administration; Reception Services; Family Information Service; Children with Disabilities/Adults with Learning Disability information services; Financial Visiting Officers; Complaints/Advocacy; LSCB admin; Access to Files and Court Liaison . A review of these services will be undertaken to identify efficiency savings and more economical/effective ways of working.</p>		
<p><b>It is proposed to commence consultation on/implement the following change –</b>          A review and restructuring of all Service Development &amp; Support services to deliver a £350,000 reduction in costs.</p>		
<p><b>Rationale for service change proposal –</b>          The majority of these functions, within the People Directorate, were brought together in 2011/12 through the senior management restructure. Together with the ongoing update of ICT and business support systems, this enables a further review of the functions and resultant efficiency savings.</p>		
<p><b>The following activity will change, stop or significantly reduce –</b>          The review will encompass all areas listed above. Activity to change, stop or reduce to be confirmed.</p>		
<p><b>Impact of Service Change –</b>  <b>Service Users</b> -Some support services do interact directly with service users and might be considered front-line services (e.g. area finance and direct payments). Other support services interact heavily with service providers (e.g. commissioning &amp; contracts).  <b>Partners</b> – Reduced capacity in business development &amp; support services may impact on partners where they are reliant upon those services for information.  <b>Council</b> – Reduced capacity in business development &amp; support services may impact on other parts of the Council where they are reliant upon those services for information.</p>		
<p><b>Communications, Consultations &amp; Engagement –</b>          Inform <input checked="" type="checkbox"/> Consult (internal) <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p> <p><b>Proposed Timeline:</b> If this option is approved for consultation it is anticipated that an update will be presented to Cabinet in October. Should Council approve this option it is assumed that implementation will be complete by April 2013. Consultation will take place in accordance with HR procedures.</p>		
<p><b>Equality Impact Assessment –</b> Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.</p>		
<p><b>Legislation Considered –</b> N/A</p>		
<p><b>Risks &amp; Mitigating Actions –</b> NA</p>		
<p><b>2012/13 Service Budget:</b>  <b>£tbc</b>  <b>Staffing:</b>  <b>Other Resources used:</b></p>	<p><b>Saving 2013/14 (#):</b> £350,000  <b>Investment Required: £</b>  <b>Staff at Risk: TBC</b></p>	<p>Full Year</p>

## Vulnerable People

### **E2.7**

<b>Service Description: Care Management</b> There are currently 98 social workers within Adult Social Care Teams.			
<b>It is proposed to commence consultation on/implement the following change –</b> A reconfiguration of care management teams			
<b>Rationale for service change proposal –</b> To re-assess and refocus social work posts as part of a phased approach to ensure continuous improvement and value for money within Adult Social Care.			
<b>The following activity will change, stop or significantly reduce –</b> A reconfiguration of care management teams, workloads and the implementation of Integrated Adults Systems (IAS) will negate the need to replace lost social work posts.			
<b>Impact of Service Change –</b> <b>Service Users –</b> Implementation of IAS will mitigate the reduction of social workers. <b>Partners –</b> None. <b>Council –</b> Minimal reconfiguration of case loads and the implementation of IAS will assist to mitigate losses.			
<b>Communications, Consultations &amp; Engagement –</b> Type Inform <input checked="" type="checkbox"/> Consult <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/> Internal consult <b>Proposed Timeline:</b> Reconfiguration to commence September 2012 with a completion date of March 2013. Internal consultation in accordance with HR procedures.			
<b>Equality Impact Assessment –</b> The Quality Assurance group in looking at this option and is satisfied that service user needs will continue to be met. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.			
<b>Legislation Considered –</b> The Council will continue to meet statutory requirements.			
<b>Risks &amp; Mitigating Actions –</b> Reconfiguration and reconfiguration of care management teams will go some way to mitigate the loss of posts. The reconfiguration will involve changing the way people access assessments and reviews of their on-going care and support. This will involve on-line assessments, larger generic social work teams and more flexible recording through the use of technology.			
<b>2012/13 Service Budget:</b> £2,728,000	<b>Saving 2013/14 (#):</b> <b>Staff at Risk: tbc</b>	<b>£ 270,000</b>	<b>Full</b>
<b>Staffing:</b>			
<b>Other Resources used:</b>			

## **Commissioning**

### **E3.1**

<b>Service Description: Communications (Integration of Communications Staff)</b>	
<b>Categorisation:</b> The principle has already been agreed by SLT that all the communications/marketing officers within the council will be integrated under one management structure to create a core team. As it stands this current integration does not include any reduction in staff numbers.	
<b>It is proposed to implement the following change –</b> That a reduction of the number of staff working under the new integrated service could be reduced to meet the needs of a smaller council delivering less services.	
<b>Rationale for service change proposal –</b> As the new Communications Strategy will deliver a comprehensive and targeted communications, marketing and advertising function for the entire council it is envisaged that activity will be co-ordinated in such a way which could lead to a possible reduction in the number of people currently delivering activity in service-areas. As the integration is not yet complete it is difficult for the true efficiencies to be revealed but it is estimate that a revised structure could drive savings of around £100k in staff costs.	
<b>The following activity will change, stop or significantly reduce –</b> Reduction capacity to market and advertise council services – although potential mitigation through new working methods and tighter co-ordination of activity.	
<b>Impact of Service Change –</b> <b>Service Users</b> – Potential reduction in the amount of information available about council services. <b>Partners</b> – Potential reduction in the amount of information available about council services. <b>Council</b> – Potential reduction in the amount of information available about council services.	
<b>Communications, Consultations &amp; Engagement –</b> Type Inform <input checked="" type="checkbox"/> Consult (Internal) Engage <input type="checkbox"/> Partnership <input type="checkbox"/> <b>Proposed Timeline:</b> 6 months Consultation will take place in accordance with HR procedures Implementation: (April 1, 2013)	
<b>Equality Impact Assessment –</b> The Quality Assurance group in looking at this option and is satisfied that there is no impact service users. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.	
<b>Legislation Considered –</b> Statutory guidance on public/legal notices etc. The 2011 Government Guidelines for Local Authority Publicity.	
<b>Risks &amp; Mitigating Actions –</b> Loss of information streams for residents, partners etc – mitigated by looking at delivering comms activity in a different way – e.g. digital by default. Risk of under achieving potential saving as further work is needed to identify all funding streams for existing staff. Saving may already be identified elsewhere in service areas.	
<b>2012/13 Service Budget: £</b> <b>Staffing:</b> <b>Other Resources used:</b>	<b>Saving 2013/14 (#):</b> £ 100,000 Full / Part Year <b>Staff at Risk: TBC</b>

### E3.2

<b>Service Description: Review of Civic Support</b> To restructure the office which supports the Mayor.			
<b>It is proposed to commence consultation on/implement the following change –</b> To restructure the Service in conjunction with savings option E3.3 (Use of Council meeting rooms) – this is a linked savings option as the income derived from room bookings is used to supplement the budgets for Mayoral activity.			
<b>Rationale for service change proposal –</b> To reduce costs.			
<b>The following activity will change, stop or significantly reduce –</b> There will be less resource available for civic hospitality and twinning. Reconfiguration of staffing structure. Greater reliance on the Mayor's Charity Committees would be needed to organise the Mayoral Ball, support for the charity fund would be reduced, cancellation of twinning programme, reduction of mayoral hospitality programme.			
<b>Impact of Service Change –</b> <b>Service Users –</b> None. <b>Partners –</b> None. <b>Council –</b> A decision of the Council on the budget would be sufficient to reduce the civic hospitality programme, although engagement with partners and twinned towns would need to take place regarding reduced involvement.			
<b>Communications, Consultations &amp; Engagement –</b>  Type Inform <input type="checkbox"/> Consult (External) <input type="checkbox"/> Consult (Internal) <input checked="" type="checkbox"/> Engage <input type="checkbox"/>  Partnership <input type="checkbox"/>			
<b>Proposed Timeline:</b> Consultation with staff will commence immediately after the option is accepted. Consultation will take place in accordance with HR procedures  Implementation: <i>Implementation will take place following the 3 month consultation period.</i>			
<b>Equality Impact Assessment –</b> Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.			
<b>Legislation Considered -</b> s 2 of the LGA 1972			
<b>Risks &amp; Mitigating Actions –</b>			
<b>2012/13 Service Budget:</b> £417,000  <b>Staffing: 2</b>  <b>Other Resources used:</b>	<b>Saving 2013/14 (#):</b> <b>Staff at Risk: 1</b>	<b>£60,000</b>	<b>Full Year</b>



### E3.3

#### **Service Description: Cessation of Room Bookings Service**

To cease the provision of a room bookings service for Bootle, Southport and Waterloo Town Halls.

#### **It is proposed to commence consultation on/implement the following change –**

To cease the provision of a room bookings service – no external organisations will be able to book meeting rooms at the above venues and internal meetings will be booked using an Outlook diary.

**Rationale for service change proposal –** The costs of providing a room bookings service have outweighed the external income generated for 2 years. Income from other council departments (together with a profit element) has been achieved. This income has been used to supplement the Mayor's hospitality programme. It is therefore essential that this option is considered in conjunction with Option E3.2 (Review of Civic Support).

**The following activity will change, stop or significantly reduce –** No external organisations will be able to book meeting rooms at Bootle, Waterloo and Southport Town Halls. Weddings and Civil Partnerships will still be conducted there but organised by the Registration Service.

#### **Impact of Service Change –**

**Service Users –** No external bookings will be taken for meetings

**Partners –** None.

**Council –** Internal meetings will be booked using an Outlook diary system.

#### **Communications, Consultations & Engagement –**

Type Inform  Consult (Internal)  Engage

Partnership

**Proposed Timeline:** Consultation with staff will commence immediately after the option is accepted. Consultation will take place in accordance with HR procedures

Implementation: *Implementation will take place following the 3 month consultation period.*

**Equality Impact Assessment –** The Quality Assurance group in looking at this option and is satisfied that there are other venues available to meet community need through the voluntary sector. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.

#### **Legislation Considered -**

**Risks & Mitigating Actions –** Service Users will be signposted to other community facilities within the voluntary sector which in turn will support the voluntary sector to generate income from new bookings.

**2012/13 Service Budget:**  
£417,000  
**Staffing: 2**  
**Other Resources used:**

**Saving 2013/14 (#):** £20,000 Full Year  
**Staff at Risk: 2**

## Corporate Support Services

### E4.1

<b>Learning &amp; Development</b>	
<p><b>It is proposed to commence consultation on the following change</b> - To reassess and refocus the Learning &amp; Development Service to ensure that the Council continues to demonstrate value for money in this area and secure continuous improvement throughout the organisation. By doing this we will seek to build capacity and capability across the service to better support the organisation in the delivery of the Council's priorities.</p> <p>This will include challenging existing spending levels focusing on the identification of achievable and sustainable financial savings through a range of approaches including new ways of working, service re-configuration, structural change and opportunities for improved business processes and efficiencies, through better use of e-learning and effective commissioning.</p>	
<p><b>Rationale for service change proposal</b></p> <p>The most basic reasons for providing learning and development are to ensure that Council employees are able to effectively carry out their current role and are prepared for change. It is recognised that employees are more aware of Council strategies and objectives and the need for learning and development opportunities to support delivery of these.</p>	
<p><b>The following activity will change, stop or significantly reduce</b></p> <p>There is potential to reduce the current levels of face to face service deliver in areas of Learning &amp; Development activity.</p>	
<p><b>Impact of Service Change –</b></p> <p><b>Service Users –</b> N/A</p> <p><b>Partners –</b> Changes to delivery methods may impact on external providers this will be managed through normal Council procedures.</p> <p><b>Council –</b> Change in delivery mechanisms for Learning &amp; Development.</p>	
<p><b>Communications, Consultations &amp; Engagement –</b></p> <p>Type Inform <input checked="" type="checkbox"/> Consult (Internal) <input type="checkbox"/> Engage <input type="checkbox"/></p> <p>Partnership <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/></p> <p><b>Proposed Timeline:</b> Reassessment will commence immediately following approval Implementation: April 2013. Consultation will take place in accordance with HR procedures.</p>	
<p><b>Equality Impact Assessment –</b> The Quality Assurance group in looking at this option and is satisfied that there is no impact external service users. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.</p>	
<p><b>Legislation Considered –</b> N/A</p>	
<p><b>Risks &amp; Mitigating Actions –</b> Options are still being developed across the Council so this change will need to be managed in parallel to the ongoing decision making process. Effective programme management will support the risk management process.</p>	
<p><b>2012/13 Service Budget:</b> £1.246M</p> <p><b>Staffing:</b> 17.73 FTE's</p> <p><b>Other Resources used:</b></p>	<p><b>Saving 2013/14:</b> £ 75,000 Full Year</p> <p><b>Additional Saving 2014/15 :</b> £ 75,000 Full Year</p> <p><b>Investment Required:</b> Potential</p> <p><b>Staff at Risk:</b> To be confirmed</p>

**E4.2**

<b>Service Description: Corporate Support Services</b>	
It is proposed to progress the following change – To reorganise support services across Corporate Support Services.	
Rationale for service change proposal - To ensure that the Council continues to demonstrate value for money in this area.	
The following activity will change, stop or significantly reduce –To be determined, administrative support processes will change.	
<b>Impact of Service Change –</b> <b>Service Users –</b> External N/A <b>Partners –</b> N/A <b>Council –</b> To be determined	
<b>Communications, Consultations &amp; Engagement –</b> Type Inform <input checked="" type="checkbox"/> Consult (Internal) <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/>  <b>Proposed Timeline:</b> Consultation will commence immediately following Member approval. Consultation will take place in accordance with HR procedures  Implementation: April 2013	
<b>Equality Impact Assessment –</b> Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.	
Legislation Considered – N/A	
Risks & Mitigating Actions – At present the risk are unknown. However, these will be determined as if possible mitigated as part of the assessment of activities and consultation.	
<b>2012/13 Service Budget:</b> £ <b>Staffing:</b>  <b>Other Resources used:</b>	<b>Saving 2013/14:</b> £ 248,000 Full Year <b>Additional Saving 2014/15:</b> £114,000 Full / Part Year <b>Staff at Risk:</b> To be confirmed

### E4.3

<p><b>Service Description: Finance</b> <b>Review Risk Management including health and safety</b> <i>Retendering insurance premiums and claims handling and Insurance service review including staffing restructure for Risk &amp; Resilience Service including Health &amp; Safety, Insurance &amp; Risk Management</i></p>
<p><b>It is proposed to commence consultation on/implement the following change –</b> To undertake a review of the Risk &amp; Resilience Teams including Insurance, Health &amp; Safety, Emergency Planning and Risk Management. This includes a review of the working practices / methodologies of the Insurance Team and review of work streams / levels of the Health &amp; Safety Team to rationalise resource / capacity, this is partly due to the VR/VER of 2 members of staff, 1 within Insurance and 1 within Health &amp; Safety but also to ensure the Teams are delivering effective and efficient services based on current demand. The review is to commence mid September with a report and options to be produced for the end of October, Consultation will then begin on a revised structure mid November with implementation for January. The Health &amp; Safety post to be deleted is to be with effect from 31<sup>st</sup> October 2012 and the effective date for the Insurance post is to be agreed, but will likely be 31<sup>st</sup> March 2013.</p>
<p><b>Rationale for service change proposal –</b> The review of Insurance was agreed to following as part of the consultation process in respect of the major recent Finance &amp; ICT restructure in order to ensure that the requirements of the service are taken into account in any downsizing, due to the request of the Health &amp; Safety Advisor to take VR / VER it was decided to review all the Risk &amp; Resilience Service to ensure all potential efficiencies are realised, to modernise / update the working methodologies and to create improved delivery of effective services.</p>
<p><b>The following activity will change, stop or significantly reduce –</b> Some reduction in short term health and safety but replaced with more sustainable longer term structure; some reduction in Insurance service delivery but replaced with more effective sustainable structure and improved service delivery for health &amp; safety and Insurance</p>
<p><b>Impact of Service Change –</b></p> <p><b>Service Users –</b> None on external service users, improved service delivery for internal users and more effective Risk Service including H&amp;S and Insurance</p> <p><b>Partners –</b> None</p> <p><b>Council –</b> Improved effective service, reduction in claims and improved H&amp;S</p>
<p><b>Communications, Consultations &amp; Engagement –</b></p> <p>Type Inform <input checked="" type="checkbox"/> Consult (External) <input type="checkbox"/> Consult (Internal) <input checked="" type="checkbox"/> Engage <input type="checkbox"/> Partnership <input type="checkbox"/></p> <p>:</p>
<p><b>Equality Impact Assessment –</b> The Quality Assurance group in looking at this proposal recognises that it is a technical change to specification/renewed contract/ and service delivery, and is satisfied that there is no tangible change to service delivery for service users. As a consequence there will be no equality implication to this change.</p>

<b>Legislation Considered - None</b>			
<b>Risks &amp; Mitigating Actions</b> – <i>Short term changes to be embedded. Risk arising for change in processes</i>			
<b>2012/13 Service Budget: £</b>	<b>Saving 2013/14 (#):</b>	<b>£ 80</b>	<b>Full / Part</b>
<b>Staffing:</b>	<b>Investment Required: £</b>	<b>Year?:</b>	
<b>Other Resources used:</b>	<b>Staff at Risk: Two</b>		

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## Annex F

This Annex contains a package of budget options on which approval to commence consultation and engagement activity is sought. This includes a range of methods including informing, consulting, negotiating with partners, engaging etc. Members are asked to note that all figures in the table are working assumptions of proposals to be considered and figures should not be seen as predetermining any decisions

<u>Ref</u>	<u>Service Area</u>	<u>Change option</u>	<u>Proposed Change £000</u>
F1.1	Car Parks (including management)	Non cancelling PCN for incorrect display of ticket or blue badge	150
F1.2	Grounds Maintenance	Recharging grounds maintenance/utility costs for adult football/sports users/bowlers	85
F1.3	Grounds Maintenance	Recharging grounds maintenance/utility costs for organised junior sports activities	50
F1.4	Cemeteries and Crematoria	Increase burial and cremation charges	400
F1.5	Landscape	Increase Fees - Allotments	40
F1.6	Vulnerable People	Removal of subsidy for Community Meals	247
<b>Sub Total</b>			<b>972</b>

### Place

<u>Ref</u>	<u>Service Area</u>	<u>Change option</u>	<u>Proposed Change £000</u>
F2.1	Cleansing	Restructure Crews and introduce charge for bulky items	210
<b>Sub Total</b>			<b>210</b>

### People

<u>Ref</u>	<u>Service Area</u>	<u>Change option</u>	<u>Proposed Change £000</u>
F3.1	Commissioning	Decommission VCF youth & early childhood services	283
F3.2	Health & Well-being	Remodel day opportunities	1,790
F3.3	Commissioning	Reduced Adult Social Care VCF commissioning	300
<b>Sub Total</b>			<b>2,373</b>

### Commissioning

<u>Ref</u>	<u>Service Area</u>	<u>Change Option</u>	<u>Proposed Change £000</u>
F4.1	Commissioning	Area based committees	100
F4.2	Commissioning	Review VCF	267
F4.3	Commissioning	Double rating	33
<b>Sub Total</b>			<b>400</b>
<b>Total</b>			<b>3,955</b>

## **Investment Programme & Infrastructure**

### **F1.1**

#### **Service Description:**

Currently if a Penalty Charge Notice (PCN) is issued to a motorist for contravening a Traffic Regulation Order **by failing to display a valid ticket or permit**, the PCN is cancelled if the motorist subsequently produced a valid ticket or permit.

**It is proposed to commence consultation on/implement the following change –** The contravention is for failing to display the ticket / permit. Sefton Council offer a concession and cancel the PCN if a valid ticket is produced even if not validly displayed. It is suggested that the concession be removed.

#### **Rationale for service change proposal –**

Under the Traffic Management Act 2004, the contravention is for failing to display a valid ticket or permit. The issue of the PCN is correct, the ticket has not been displayed and Sefton Council has offered a concession.

Other Councils who do not offer this concession have been successful in taking cases through the adjudication process.

**The following activity will change, stop or significantly reduce –** Motorists who appeal on the grounds that the permit was displayed the “wrong way up” or that the pay and display ticket blew off the dashboard will not have the PCN cancelled.

#### **Impact of Service Change –**

**Service Users –** Motorists issued with a PCN for this contravention will not have the PCN cancelled.

**Partners –** None.

**Council –** Income will be generated, could lead to increased levels of correspondence, complaint and potential reputational damage.

#### **Communications, Consultations & Engagement –**

Type Inform  Consult  Engage  Partnership

**Proposed Timeline:** Immediately

Implementation: 01.04.2013

**Equality Impact Assessment –** See below for Equality Analysis Report

**Legislation Considered –** Traffic Management Act 2004.

#### **Risks & Mitigating Actions –**

Poor communication of this change in practice is likely to lead to an increase in the number of complaints received, this will be managed by effective communication including highly visible signage and information for the public.

<b>2012/13 Service Budget:</b> -£1,171,150	<b>Staffing: 0</b>	<b>Other Resources used:</b>	<b>Saving 2013/14 (#):</b> £150,000	Full Year
			<b>Investment Required: £</b>	Nil
			<b>Staff at Risk:</b>	None



# Equality Analysis Report

Reference: F1.1Penalty Charge Notices/Parking

## Details of proposal:

Currently if a Penalty Charge Notice (PCN) is issued to a motorist for contravening a Traffic Regulation Order **by failing to display a valid ticket or permit**, the PCN is cancelled if the motorist subsequently produced a valid ticket or permit.

Motorists who appeal on the grounds that the permit was displayed the “wrong way up” or that the pay and display ticket blew off the dashboard will not have the PCN cancelled.

## Ramifications of Proposal:

Is there a consequence to ‘Threshold’: Yes

Is there a consequence to ‘Capacity’: N/A

The withdrawal of the concession does mean there is a difference in service as now people will be more readily fined.

## Are there any protected characteristics that will be disproportionately affected in comparison to others?

No: this policy applies to all drivers who use ticketed car parking spaces or permits to park.

## Consultation

The Council has the legal power to enforce the Traffic Regulation Order and cannot afford any longer to make any concessions. The Council needs to inform the public in good time that it intends to enforce this regulation.

## Is there evidence that the Public Sector Equality Duties will continue to be met?

Yes: There are no discriminative elements in this policy as all will be treated equally by the removal of the appeal process.

Car drivers, by law have to pass their driving test such that they are deemed competent and able to follow the high way code and rules of the road, including parking rules.

## What actions will follow if proposal accepted by Cabinet & Council?

Inform communities of changes.

## Landscape

### F1.2

#### **Service Description: Parks and Greenspaces Service: Sports users fee's and charges**

As part of its wider integrated responsibilities, the Parks and Greenspaces Service manages several 'paid-for' facilities which are managed for the individual use of certain users or groups of users. This is effectively providing facilities for people's exclusive use, unlike the wider park facilities, which are open to everyone.

The 'paid-for' facilities include:

- Formal football pitches (adult and Junior)
- Cricket wickets
- Formal Rugby pitches (adult and Junior)
- Bowling greens
- Croquet lawns

The income in 11/12 to the Council from fees and charges for these services was £64K (for all sport, including juniors). As part of the 12/13 savings this was to be increased by 65k in 12/13 and a further 20k in 13/14 (for adult sport and allotments only).

The current costs incurred for providing these facilities are circa £290K (for all sport, including juniors).

#### **It is proposed to implement the following change –**

All users of paid-for facilities (except juniors: detailed elsewhere) to fund the full actual costs of grounds maintenance and utilities associated with their use of the facilities (in place of existing fees and charges and utility costs). Formal facilities would be withdrawn if costs are not met.

#### **Rationale for service change proposal –**

To achieve a highly significant level of savings overall, and try to minimise the effect on the wider Sefton community as much as possible.

Those who have more 'exclusive' use of facilities (as opposed to general park users), will therefore pay a more economic cost towards the of running these facilities themselves.

#### **The following activity will change, stop or significantly reduce –**

Maintenance of adult sports pitches will cease, unless the users / user groups fund the full costs of grounds maintenance (and utilities) associated with their use of the facilities.

Costs will be calculated from the costed bill of quantities in the Grounds Maintenance contract and from the actual bills from utility companies.

Any pitches / greens which are taken out of use will be returned to general park use and maintained to the appropriate grass standard.

The table below summarises the anticipated average cost to the users (in place of existing fees and charges and utilities costs 12/13).

	No of (adult) facilities  (n.b. this varies each season)	Approx. number of (adult) users (2012/13)  (n.b. this varies each season)	Current actual costs for providing facility (adults only)  (This is a <b>guide only</b> based on averages, each user group will be consulted about their specific charges, which vary depending on facilities used at each site)
			<b>See note 1</b>
Baseball	1	20	Total: £2k

			Grounds maintenance: £2,000 per diamond
Bowling greens:	17	1,000	Total: £82k (across the borough) Grounds maintenance: £4,200 average per green Utilities: average £600 per pavilion (where applicable)
Cricket wickets	1	40	Total: £1,800 (across the borough) Grounds maintenance: £1,800 Pavilion cleansing: (not applicable – provided by others) Utilities: (not applicable – provided by others)
Croquet lawns:	2 (9 courts)	100	n/a the club now maintain their own facilities
Football pitches	50	2,500	Total: £95k (across the borough) Grounds maintenance: £1,650 per pitch Pavilion cleansing: £1,550 per pavilion (where applicable) Utilities: average £1,250 per pavilion (where applicable)
Rugby pitches	2	35	Total: £2,000 at these facilities Grounds maintenance: £1,000 per pitch Pavilion cleansing: (not applicable – provided by others) Utilities: (not applicable – provided by others)

#### Note 1.

In most instances, individual users, teams and pitch lettings are not managed by the council, but via management agreements with sports leagues/ associations. Therefore it is difficult to predict accurately what the cost implications will be to the individual or team.

However, as a guide only, based on averages and with caveats stated:

#### **Baseball:**

This increase would result in a charge per player of £100 per year (about £2 per week for a 26 week playing season)

#### **Bowling:**

For a bowler who plays in a club with 50 players, this would increase the charge to £96 per year (under £3 per week) for a 34 week playing season

#### **Cricket:**

this increase would result in a charge per player of £45 per year (under £2 per week over a 24 week playing season)

#### **Football:**

assuming a team use a pitch which is used about half of the time (i.e. 4 out of 8 sessions each weekend); who share use of the pavilion, and book one half pitch, this would mean a charge of £1,100 per team per year (about £30 per week spread across a 38 week season availability, and therefore about £2 per week per player for a team with 15 players).

#### **Rugby:**

This increase would result in a charge of about £55 per player per year, about £1.50 per week based on a 38 week playing season

#### Note 2.

The fees/charges levied on individual users by sports leagues/ associations may be higher than this to cover their other costs and aspirations.

#### Note 3.

It is likely that an open book approach will need to be adopted in the future where actual costs are passed on, with the addition of an agreed management fee for the league/ association

#### **Impact of Service Change –**

**Service Users –** Previously use of facilities was heavily subsidised by the Council and users generally paid only a small proportion of the actual costs associated with their activity. The 12/13 savings round has already increased their costs significantly. Therefore the proposed

further increases in income will mean that users are paying significantly more for their sports / hobbies than they are currently.

To date at least two bowling clubs and eight football teams have folded stating increased charges as a reason. This further increase may cause a greater number of people to stop using the services.

**Partners** – Income from facilities is in many cases obtained via management agreements with Leagues, Bowling Clubs etc. These partners would need to be involved in the agreements and management of the increased charges.

NB It may be that the leagues/ associations in question will wish to raise fees and charges to users above and beyond those described above in order to continue generating their own income

**Council** – New agreements are already being drawn up with users/ user groups to ensure that the payment of the 12/13 increased charges is formally agreed. Should this further increase be agreed, a further amendment of legal agreements would be required.

**Communications, Consultations & Engagement –**

Type Inform  Consult  Engage  Partnership

There is no requirement for consultation on this option as the 2012/13 budget options consultation has taken place.

Proposed Timeline Autumn 2012

**Equality Impact Assessment – See assessment below**

**Legislation Considered – N/A**

**Risks & Mitigating Actions –**

Risk: Users may refuse to pay for grounds maintenance charges

Mitigating Action: Formal agreements to be put in place

Risk: Significant number of users may stop using the facilities

Mitigating Action: Sports facilities to be rationalised accordingly. Working group already set up with the Sports Council, CVS and other departments to help clubs mitigate impacts/ seek alternatives

Risk: The managing agents who currently administer activities may fold

Mitigation: a further charge may need to be levied to fund additional officer time to administer the remaining sports.

<b>2012/13 Service Budget:</b>	<b>Saving 2014/15:</b>	£ 85,000	Full Year
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£290k

**Staffing: n/a**

**Staff at Risk: 0**

**Other Resources used:**

## **Equality Analysis Report** Reference: F1.2 Sports Ground

Maintenance (Adults)

### **Details of proposal:**

As part of its wider integrated responsibilities, the Parks and Greenspaces Service manages several 'paid-for' facilities which are managed for the individual use of certain users or groups of users. This is effectively providing facilities for people's exclusive use, unlike the wider park facilities, which are open to everyone.

The 'paid-for' facilities include:

- Formal football pitches (adult and Junior)
- Cricket wickets
- Formal Rugby pitches (adult and Junior)
- Bowling greens
- Croquet lawns

The income in 11/12 to the Council from fees and charges for these services was £64K (for all sport, including juniors). As part of the 12/13 savings this was to be increased by 65k in 12/13 and a further 20k in 13/14 (for adult sport and allotments only).

The current costs incurred for providing these facilities are circa £290K (for all sport, including juniors).

All users of paid-for facilities to fund the full actual costs of grounds maintenance and utilities associated with their use of the facilities (in place of existing fees and charges and utility costs).

Formal facilities would be withdrawn if costs are not met.

### **Ramifications of Proposal:**

Is there a consequence to 'Threshold': Yes

Is there a consequence to 'Capacity': No

The cost of ground maintenance and utilities will be passed on to facility users thus increasing the cost of using these facilities.

Equality Analysis report was submitted to cabinet in February 2012 in relation to previous cost increases on sport facilities. This analysis report draws on that and comments on the above proposal.

The previous Equality Analysis report identified community concerns but correctly assessed there to be no discrimination at play.

The Council notes that the increase in charges may mean people giving up their sports activities on purely financial grounds, and regrets that it cannot continue to subsidise the cost when there are other urgent budget requirements.

**Are there any protected characteristics that will be disproportionately affected in comparison to others?**

Previous Equality Analysis recognised trends in service use such as Older People using bowling gardens, Croquet lawns and young adults playing football and rugby etc.

The cost increase goes across all sports facilities, whilst it is unfortunate that groups are facing higher fees to keep using the facilities, it's not discriminatory to increase the fees.

**Consultation**

Extensive consultation took place during the period October 2011- January 2012 on the changes to charges and was reported to Cabinet and Council in February 2012 and this proposal draws on previous findings and links to that consultation.

**Is there evidence that the Public Sector Equality Duties will continue to be met?**

Yes – this service will be delivered in line with the Equality Act 2010 by ensuring facilities are usable and accessible.

**What actions will follow if proposal accepted by Cabinet & Council?**

- Notify users of increased charges
- monitor any reduction or difficult with service use.

### F1.3

#### **Service Description: Parks and Greenspaces Service: Junior sports users fee's and charges**

As part of its wider integrated responsibilities, the Parks and Greenspaces Service manages several 'paid-for' facilities which are managed for the individual use of certain users or groups of users. This is effectively providing facilities for people's exclusive use, unlike the wider park facilities, which are open to everyone.

The junior 'paid-for' facilities include:

- Formal football pitches
- Cricket wickets
- Formal Rugby pitches

The 11/12 income to the Council from fees and charges for these services was £64K (for all sport, including adults). As part of the 12/13 savings this was to be increased by 65k in 12/13 and a further 20k in 13/14 and was restricted to adult users only.

The current costs incurred for providing these facilities are circa £290K (for all sport, including adults).

#### **It is proposed to commence consultation on/implement the following change –**

All junior users of paid-for facilities to fund the full actual costs of grounds maintenance and utilities associated with their use of the facilities (replacing the existing heavily subsidised fees and charges).

Formal facilities would be withdrawn if costs are not met.

#### **Rationale for service change proposal –**

To achieve a highly significant level of savings overall, and try to minimise the effect on the wider Sefton community as much as possible.

Those who have more 'exclusive' use of facilities (as opposed to general park users), will therefore pay more towards the economic costs of running these facilities themselves.

#### **The following activity will change, stop or significantly reduce –**

Maintenance of junior sports pitches will cease, unless the users / user groups fund the full costs of grounds maintenance and utilities associated with their use of the facilities.

Costs will be calculated from the costed bill of quantities in the Grounds Maintenance contract and from the actual bills from utility companies.

Any pitches / greens which are taken out of use will be returned to general park use and maintained to the appropriate grass standard.

The table below summarises the anticipated average cost to the users (in place of existing fees and charges and utilities costs 12/13).

	No of (junior) facilities  (n.b. this varies each season)	Approx. number of (junior) users (2012/13)  (n.b. this varies each season)	Current actual costs for providing facility (juniors only)  (This is a <b>guide only</b> based on averages, each user group will be consulted about their specific charges, which vary depending on facilities used at each site)
			<b>See note 1</b>
Football pitches	25	2,500	Total: £73k across the borough Grounds maintenance: £600 per mini pitch, £1,100 for 9v9, and £1,650 for a senior pitch used Pavilion cleansing: £1,550 per pavilion (where applicable) Utilities: average £1,250 per pavilion (where applicable)

Cricket wickets	1	40	Total: £1,800 at this location Grounds maintenance: £1,800 Pavilion cleansing: (not applicable – provided by others) Utilities: (not applicable – provided by others)
Rugby pitches	3	40	Total: £2,000 Grounds maintenance: £1,000 per pitch Pavilion cleansing: (not applicable – provided by others) Utilities: (not applicable – provided by others)

**Note 1.**

In most instances, individual users, teams and pitch lettings are not managed by the council, but via management agreements with sports leagues/ associations. Therefore it is difficult to predict accurately what the cost implications will be to the individual or team.

However, as a guide only, based on averages and with caveats stated:

**Football:**

assuming a team use a pitch which is used about half of the time (i.e. 4 out of 8 sessions each weekend); and who share use of the pavilion, and book one half 9v9 pitch, this would mean a charge of £975 per team per year (about £25 per week spread across a 38 week season availability, and therefore about £2 per week per player for a team with 12 players).

**Cricket:**

This would result in a charge per player of £45 per year (under £2 per week over a 24 week playing season)

**Rugby:**

This would result in a charge of about £55 per player per year, about £1.50 per week based on a 38 week playing season

**Note 2.**

The fees/charges levied on individual users by sports leagues/ associations may be higher than this to cover their other costs and aspirations

**Note 3.**

It is likely that an open book approach will need to be adopted in the future where actual costs are passed on, with the addition of an agreed management fee for the league/ association

**Impact of Service Change –**

**Service Users –** Previously use of facilities was heavily subsidised by the Council and users generally paid only a small proportion of the actual costs associated with their activity. The 2012/13 savings round has already increased costs to adults significantly, but has to date protected junior users. Therefore the proposed further increases in income will mean that junior users are paying significantly more for their sports / hobbies than they are currently.

To date at least two bowling clubs and eight football teams have folded stating increased charges as a reason. This further increase may cause a greater number of people to stop using the services.

**Partners –** Income from facilities is in many cases obtained via management agreements with Leagues/ associations etc. These partners would need to be involved in the agreements and management of the increased charges.

NB It may be that the leagues/ associations in question will wish to raise fees and charges to users above and beyond those described above in order to continue generating their own income

**Council –** New agreements are already being drawn up with users/ user groups to ensure that the payment of the 2012/13 increased charges is formally agreed. Should this further



increase be agreed, a further amendment of legal agreements would be required.

**Communications, Consultations & Engagement –**

Type Inform  Consult  Engage  Partnership

**Proposed Timeline:** April 2013

**Equality Impact Assessment –** Equality implications will be assessed should Members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.

**Legislation Considered –** None relevant

**Risks & Mitigating Actions –**

Risk: Users may refuse to pay for grounds maintenance charges.

Mitigating Action: Formal agreements to be put in place.

Risk: Significant number of users may stop using the facilities.

Mitigating Action: Sports facilities to be rationalised accordingly. Working group already set up with the Sports Council, Public Health, CVS and other departments to help clubs mitigate impacts/ seek alternatives.

Risk: The managing agents who currently administer activities may fold.

Mitigation: a further charge may need to be levied to fund additional officer time to administer the remaining sports.

Risk: Sports clubs and leagues may fold due to increased charges.

Mitigation: Sefton Council, Sports Council and CVS have formed a working group called 'Sefton Sports Connect' with the aims of engaging the local leagues, clubs and sports groups and encouraging them to think about finding a sustainable way forward for their sports, and providing them with information and the tools to make it happen. This will include looking at potential funding sources which may include health-related or Olympic legacy type funding.

**2012/13 Service Budget:**

£290k

**Staffing:** n/a

**Other Resources used:**

**Saving 2013/14:**

£ 50,000

Full Year

**Staff at Risk: 0**

## F1.4

### Service Description: Increase charges for burial and cremation service

Regulatory	-£1.367m
Frontline (contracted)	£0.427
	<b>-£0.94m</b>

The section manages the burial and cremation service in Sefton, which is delivered at four cemeteries and two crematoria.

### It is proposed to commence/implement the following change –

- To increase the charge for burials, cremations and associated services to a level that is likely to be the most expensive charged locally, regionally and nationally. The increase in charges would be above the rate of inflation and generate an additional income in the region of £400,000.
- The current charges for the main services are:
  - Cremation £600
  - Interment (1/ 2 coffins deep) £600
  - Interment (3/4 coffins deep) £675 and £715 (respectively)
  - Purchase of a grave (resident) £750
- Currently Sefton's prices are in the upper quartile of those charged locally but are not the most expensive on Merseyside.

Current fees charged locally by similar burial and cremation authorities:

	Sefton 2012/3	Liverpool 2012/3	Wirral 2012/3	St. Helens 2012/3
Cremation	£600	£674	£575	£479
Interment (1/2)	£600	£662	£575	£583
Interment (3/4)	£675 & £715	£662	£575	£583
Grave purchase	£750	£811	£865	£751

(The table includes some calculated or averaged charges)

- A significant increase, especially if neighbouring authorities do not increase their charges above inflation, will make Sefton's charges the most expensive locally. This could lead to a loss of business to these other providers.
- Charges could be raised by approximately 17 to 25%, with smaller increases for the interments of 3 and 4 coffins deep, to give new charges of:
  - Cremation £750
  - Interment (all depths) £750
  - Purchase of a grave (resident) £900
- If this increase was applied and our comparison group only increased their charges by inflation (estimated at 3%) then we would be the most expensive provider locally.

Estimated fees 2013/4 charged locally by similar burial and cremation authorities:

	Sefton 2013/4	Liverpool 2013/4	Wirral 2013/4	St. Helens 2013/4
Cremation	£750	£694	£592	£493
Interment (all)	£750	£682	£592	£600
Grave purchase	£900	£835	£891	£773

- Cremations account for 75% of the request for service. Cremation charges are benchmarked nationally. If a 17-25% increase was applied and other providers only applied an increase by inflation then:
- Sefton would be in the most expensive charge locally, regionally and nationally.
- If this increase of 17-25% is applied to all charges, which includes other services and products that represent about 5% of total income, (subject to rounding to the nearest appropriate figure) an increased income in the region of £400,000 would be generated.

**Rationale for service change proposal** – There is an opportunity to raise prices to a level which may equal the maximum charged in England.

**The following activity will change, stop or significantly reduce** – Burial, cremation and related service charges will increase.

**Impact of Service Change –**

**Service Users** – will have to pay more. However the charges levied by Sefton form only part of the overall cost of an average funeral. The average cost of a basic cremation funeral package is £2,990 [source co-operative funeral care ‘amber’ package] and a national insurance company [source Sun Alliance] indicated that the average spend for a funeral in 2011 (including cars, flowers, wake, memorial etc.) was £6,801.

**Partners** – will have little impact from the increases, as these will be passed on to their client as disbursements.

**Council** – may receive poor press for raising the charges above the rate of inflation

**Communications, Consultations & Engagement –**

Type Inform  Consult  Engage  Partnership

**Proposed Timeline:** April 2013

**Equality Impact Assessment** – See assessment below

**Legislation Considered** - N/A

**Risks & Mitigating Actions** – There will be a significant risk that some customers may use services offered by neighbouring authorities.

There is also an increase in life expectancy resulting in a reduction in funeral numbers This has been allowed for in the income estimate.

<b>2012/13 Service Budget:</b> - £0.94m	<b>Saving 2013/14 (#):</b> £400,000	Full Year
<b>Staffing:</b> 15	<b>Investment Required:</b> £0	<b>Year?:</b>
<b>Other Resources used:</b>	<b>Staff at Risk:</b> none	

# Equality Analysis Report

Reference: F1.4 Cremations and Burials

## Details of proposal:

To increase the charge for burials, cremations and associated services. The increase in charges would be above the rate of inflation and generate an additional income in the region of £400,000.

The current charges for the main services are:

- Cremation - £600
- Interment (1/ 2 coffins deep) - £600
- Interment (3/4 coffins deep) - £675 and £715 (respectively)
- Purchase of a grave (resident) - £750

Currently Sefton's prices are in the upper quartile of those charged locally but are not the most expensive on Merseyside.

The proposed increase could lead to charges which would equal the current most expensive on Merseyside.

An Equality Analysis report was submitted to cabinet in February 2012 in relation to previous cost increases for burial, cremations and associated services. This analysis report draws on previous findings and is commenting on the above proposal.

## Ramifications of Proposal:

Is there a consequence to 'Threshold': Yes

Is there a consequence to 'Capacity': No

The threshold will change as costs to all residents will increase if the proposal to increase the charges to clients of the Cemeteries and Crematoria service is accepted.

## Are there any protected characteristics that will be disproportionately affected in comparison to others?

Previous consultation reported:

Sefton Pensioners and Older Citizens raised the following:

Whilst we understand that some charges may need to be increased, we would ask for some protection for those on low incomes (such as pensioners) and for the environmental impacts to be taken into account (e.g. the balance between cremation and burial charges should reflect sustainability considerations).

Faith

Although the increase in charges for burials and cremations is universal for all service users, some faith groups may be disadvantaged. This is because some congregations have special savings schemes for their future burial or cremation, which would be affected by the increased charges.

Mitigation:

For people who find the fees difficult to pay, funds are currently available from the Government's Social Fund. This covers funeral expenses.

**Consultation**

Consultation and engagement took place during October 2011-January 2012 on the changes to charges which were reported to Cabinet and Council in February 2012 and this proposals links and draws on that consultation.

**Is there evidence that the Public Sector Equality Duties will continue to be met?**

Yes: The service will continue to be delivered in line with the Equality Act.

Mitigation action is in place connected to those who are too poor to pay.

**What actions will follow if proposal accepted by Cabinet & Council?**

1. Notify communities & funeral providers of new pricing policy.
2. Monitor progress

## F1.5

### **Service Description: Parks and Greenspaces Service: Allotment users fee's and charges**

As part of its wider integrated responsibilities, the Parks and Greenspaces Service manages several 'paid-for' facilities which are managed for the individual use of certain users or groups of users. This is effectively provide facilities for peoples exclusive use, unlike the wider park facilities, which are open to everyone.

The 'paid for' facilities include 13 allotment sites

The income in 2011/12 to the Council from fees and charges for these services was £16K (for all allotments). As part of the 2012/13 savings this was increased by circa 16k to add utility charges per site.

The current costs incurred for providing this service as a whole are circa £52K (including repairs and maintenance, utilities costs, legal costs, staff time and administration).

Comparative costs for Council allotment rents across neighbouring and other north-west Councils currently range from £21.50 to £140.00 per annum for a large plot, with an average (across 15 nearby local authorities) of approximately £51. Some Councils make an additional charge for water and others offer concessions for senior citizens, unemployed or disabled. The national average cost in 2011 was £43 (source - briefing note from Association for Public Service Excellence, March 2011). However, many other Local Authorities are currently reviewing their allotment rents and pricing policy.

#### **It is proposed to commence consultation on/implement the following change –**

Increase allotment fees and charges by an average of £40 per plot per year (depending on plot size).

Increase the income from allotments fee's and charges by £40,000 per year.

**Rationale for service change proposal –** To achieve a highly significant level of savings overall, and try to minimise the effect on the wider Sefton community as much as possible.

Those who have more 'exclusive' use of facilities (as opposed to general park users), will therefore pay more towards the economic costs of running these facilities themselves.

#### **The following activity will change, stop or significantly reduce –**

Allotment rents will be increased by an average of £40 per plot per year (depending on plot sizes)

The table below summarises the anticipated average cost to the users (in place of existing fees and charges and utilities costs 2012/13).

	No of facilities	Approx. number of users (2012/13)	Current actual costs for providing facility  (This is a <b>guide only</b> based on averages, each user group will be consulted about their specific charges, which vary depending on facilities used at each site)
			<b>See note 1</b>
Allotments	14 sites (currently c. 840 plots)	1100	Users currently pay £36 for a full size plot, with utilities added separately. This proposal would increase this to £76 for a full size plot, with utilities added separately

	+300 half plots)		
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Note 1. In some instances the relationship with individual users is via agreements with Allotment Associations. The fees/charges levied on individual users by the associations may be higher than this to cover their other costs and aspirations. It is likely that an open book approach will need to be adopted in the future where actual costs are passed on, with the addition of an agreed management fee for the association.

Note 2. It should be noted that associations retain a portion of the fee's they collect. As such, although existing plot fees are, for example, £36 for a full size plot, that the income to the Council is only £16k. The increased charges will apply to all allotment holders, whether the agreement is directly with the Council, or with a Management Association.

**Impact of Service Change –**

**Service Users –** Previously use of facilities was heavily subsidised by the Council and users generally paid only a small proportion of the actual costs associated with their activity. The 2012/13 savings round has already increased costs. Therefore the proposed further increases in income will mean that users are paying significantly more for their hobbies than they are currently.

It should be noted that there is a waiting list for allotments of roughly 150% of the plots available.

**Partners –** Income from facilities is in many cases obtained via management agreements with associations etc. These partners would need to be involved in the agreements and management of the increased charges.

NB It may be that the associations in question will wish to raise fees and charges to users above and beyond those described above in order to continue generating their own income

**Council –** New agreements are already being drawn up with users/ user groups to ensure that the payment of utility charges is formally agreed. Should a further increase in plot charges be agreed, 12 months notice of this increase and a further amendment of legal agreements would be required.

**Communications, Consultations & Engagement –**

Type Inform  Consult  Engage  Partnership

**Proposed Timeline:** Autumn 2012

**Equality Impact Assessment –** See assessment below

**Legislation Considered -** Section 10 of the Allotments Act 1950 means that allotments can be let at a such rent as a tenant may be reasonably expected to pay for land if let for such use on the terms on which it is in fact let.

**Risks & Mitigating Actions –**Risk: Users may refuse to pay additional charges

Mitigating Action: Formal agreements to be put in place

**2012/13 Service Budget: c**  
£52,000

**Saving 2014/15: £ 40,000**

Full Year

**Staffing: n/a**

**Investment Required: £ 0**

**Other Resources used:**

**Staff at Risk: 0**

## **Equality Analysis Report** Reference: F1.5 Allotments

### **Details of proposal**

As part of its wider integrated responsibilities, the Parks and Greenspaces Service manages several 'paid-for' facilities which are managed for the individual use of certain users or groups of users. This is effectively providing facilities for people's exclusive use, unlike the wider park facilities, which are open to everyone.

The 'paid for' facilities include 13 allotment sites. The income in 11/12 to the Council from fees and charges for these services was £16K (for all allotments). As part of the 12/13 savings this was increased by circa 16k to add utility charges per site.

Increase allotment fees and charges by an average of £40 per plot per year (depending on plot size). Increase the income from allotments fee's and charges by £40,000 per year.

An Equality Analysis report was submitted to Cabinet in February 2012 in relation to previous cost increases on allotment users. This analysis report is a continuation, commenting on the above proposal.

### **Ramifications of Proposal:**

Is there a consequence to 'Threshold': Yes

Is there a consequence to 'Capacity': No

Cost of running an allotment will increase for the user. This will affect those who cannot afford to pay more.

### **Are there any protected characteristics that will be disproportionately affected in comparison to others?**

Allotments are available to use by any users, regardless of sex, gender, age, disability, sexuality, religion and or belief.

#### **Age and Gender**

Sefton Council research, reported to Cabinet and Council Feb2012, shows that allotment users are predominately older males. This is by dint of circumstance (older males choosing to use allotments) rather than designed (Council only allowing older males to use allotments).

As such, whilst there is a 'disproportionate impact' on this group it is not causally linked to Council's policy on the allocation of allotments, therefore whilst it is unfortunate that this group is facing higher fees to keep using the allotments, it's not discriminatory to increase the fees.

#### **Disability.**

Council is mindful of its need to make reasonable adjustments for people with disability.

Whilst there is an expectation that people with a disability, if allotment users, would be expected to pay the increase alongside other users – in circumstances where the physical activity of being out in the open and working an allotments can be medically demonstrated to be part of a disabled person's therapy and treatment and there is a



clear financial incapacity to pay the increase than concessions can be applied for.

The Council notes that the increase in charges may mean people giving up their allotments on purely financial grounds, and regrets that it cannot continue to subsidise the cost when there are other urgent budget requirements.

### **Consultation**

Extensive consultation took place during the period October 2011 – January 2012 on the changes to charges and was reported to Cabinet and Council in February 2012 and this proposal links to that consultation.

### **Is there evidence that the Public Sector Equality Duties will continue to be met?**

Yes:

- The policy of who can use allotments is inclusive and non discriminatory under the equality act 2010
- The cost increase is not designed to hit any one particular protected characteristic
- The demographic of allotment users is circumstantial
- Reasonable adjustment for disabled users are in place
- The overriding need to reduce council spending is prior to the need of the user cohort, as allotment provision is not an essential front line service.

### **What actions will follow if proposal accepted by Cabinet & Council?**

- Inform allotment users of impending changes.

## Vulnerable People

F1.6

### **Service Description: Community Meals**

The provision of Community Meals Service to vulnerable adults. This service is provided by Sefton New Directions, Women's Royal Voluntary Services (WRVS) and in partnership with the Place and People Directorates

There is an in year average of 370 service users receiving a community meal.

### **It is proposed to commence consultation on/implement the following change –**

Removing Council financial subsidy of the Community Meals Service totalling £247,000.

**Rationale for service change proposal –** The Council has a statutory duty to ensure the provision of a meal to each person who meets the eligibility criteria under the Chronically Sick and Disabled Persons Act 1970. Whilst there is a power to subsidise the cost of meal provision, there is no statutory duty to do so.

### **The following activity will change, stop or significantly reduce –**

The service, currently provided through Sefton New Directions and WRVS, would either cease or be re-commissioned at reduced cost/subsidy. The minimum statutory duty requires arrangements to ensure that service users who meet the eligibility criteria under the Chronically Sick and Disabled Persons Act 1970 have access meal provision.

### **Impact of Service Change –**

**Service Users –** This will involve a removal of subsidy to service users thus increasing meal charges.

**Partners –** A removal of subsidy may impact upon Sefton New Direction and WRVS who receive funding to deliver the service. There may be some impact for Arvato who undertake debtor invoicing and follow-up.

**Council –** A removal of subsidy may impact upon other Departments in the Council involved in supporting service delivery (e.g. meal purchase, meal regeneration and fleet maintenance).

### **Communications, Consultations & Engagement –**

Type Inform  Consult  Engage  Partnership

**Proposed Timeline:** This will be dependant on if and when Members approve this option. The Council is required to consult with all recipients of Community Meals for a at least minimum of an 8 week period. The consultation for this option will be undertaken with the standards for public engagement and consultation.

**Equality Impact Assessment –** Equality implications will be assessed should Members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.

### **Legislation Considered –**

Chronically Sick and Disabled Persons Act 1970. Health and Social Services and Social Security Adjudications Act 1983. The legislation provides both a duty and a power to provide access to meals, but no allied power or duty to subsidise those meals.

### **Risks & Mitigating Actions –**

There are risks arising from this saving option, as the service is provided for vulnerable people assessed as requiring the provision of meal.

Mitigation by sign posting existing recipients of community meals to alternative providers of

meals. Where there are issues of affordability, recipients will receive a full benefit check to assist to maximise their income where necessary.

<b>2012/13 Service Budget:</b> £312,120	<b>Saving 2013/14 (#):</b> £247,000 <b>Staff at Risk: TBC</b>	Full Year
<b>Staffing: £</b> <b>Other Resources used:</b>		

## **Direct Services**

### **F2.1**

#### **Service Description: Bulky Items Collection Service**

The Bulky Item Collection Service generated 47,000 calls in 2010/11. This figure has dropped to 39,000 in 2011/12. This mirrors a similar national trend and it is perceived that due to the economic downturn there are less 'major purchases', such as settees, beds, tables, white goods, etc, and therefore a reducing demand for disposal.

Presently there is no charge for the service. There are currently 4 crews and vehicles which service this demand.

#### **It is proposed to commence consultation on/implement the following change –**

It is proposed to reduce the number of crews by 2. This is to be combined with a reorganisation of collection schedules and route optimisation which will allow the remaining two crews to complete all of the required collections. This will provide a saving of £110,000. The vehicles currently utilised in the service are subject to lease conditions until 2016 and therefore, at this stage, this part of the saving proposal is based on staff savings.

In addition, further savings have been identified through potentially charging for the remaining service.

If a charge of £5 per item was levied and we received 20,000 calls (as opposed to the 39,000 calls received last year) an additional £100,000 would be raised as income. Check are we charging per item/per call.

This would result in a potential saving of £210,000.

#### **Rationale for service change proposal –**

Under these proposals the service would operate on an income generating basis, with the potential for the income raised via charging for collections covering the cost of the remaining crews. If demand increased at a higher than expected level, additional vehicles and crews could be provided on a 'business needs' basis.

If the cost per item were kept at the lower end initially (say £5) it is expected that the demand would be higher than if a higher charge were levied. This may allow the service to become self financing.

There may also be an opportunity to expand the service to include items not currently collected, subject to further negotiation with MWDA.

Under the Environmental Protection Act (1990), the Council has a duty to collect such waste or 'bulky items' from residents if requested. However, the Council is at liberty to make a charge for such collections if it feels it is appropriate to do so.

Knowsley have introduced a charge of £20 per collection, but will collect five items, including bathroom fittings. The number of calls has fallen from 15,000 to 3,000.

Wirral currently charge £38 per collection, and the scheme is operated by their private contractor BIFFA. Further information is not currently available.

Liverpool currently offer a free service but is considering introducing a charge.

St Helens currently offer a free service but are also considering introducing a charge. They currently receive 25,000 calls per year.

There are no concessions offered by any authority which currently charges a fee to collect 'bulky items'.

**The following activity will change, stop or significantly reduce –**

At present residents can have 'bulky items' removed free of charge. The proposal would see a charge levied for a collection. Based on an expected demand of 20,000 calls the waiting period for collection may also increase slightly up to two weeks.

**Impact of Service Change –**

**Service Users** - The removal of bulky items will be subject to a charge for a service which was previously free.

**Partners** - The subject of 'Bulky Refuse Collection Services' is currently being considered as a potential 'shared service' across a number of Merseyside Authorities in conjunction with the MWDA.

**Council** – There may be an increase in the level of fly tipping which may increase costs in other areas of the Cleansing Service. However, there is no evidence of any major increase in fly tipping as a result of the implementation of a charge in any other Borough.

**Communications, Consultations & Engagement –**

Type Inform  Consult (internal)  Engage  Partnership

**Proposed Timeline:** Implement in April 2013.

Internal consultation will take place in accordance with HR procedures

**Equality Impact Assessment –**

See assessment below

Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.

**Legislation Considered** The requirements of the Environmental Protection Act 1990 have been considered in the development of this proposal. Under the Environmental Protection Act (1990), the Council has a duty to collect such waste or 'bulky items' from residents if requested. However, the Council is at liberty to make a reasonable charge for such collections if it feels it is appropriate to do so.

**Risks & Mitigating Actions–**

The main risk is that by charging for the collection service the amount of fly tipping may increase. The higher the charge the more risk of an increase.

**2012/13 Service Budget:**  
£253,000

**Staffing:** 8

**Other Resources used:**

**Saving 2013/14 (#):** £210,000 (Staffing & Charging Proposal)

**Investment Required:** None

**Staff at Risk:** None, postholders can be accommodated elsewhere.

# Equality Analysis Report

Reference: F2.1bulky item charge

## Details of proposal:

The Bulky Item Collection Service generated 47,000 calls in 2010/11. This figure has dropped to 39,000 in 2011/12. This mirrors a similar national trend and it is perceived that due to the economic downturn there are less 'major purchases', such as settees, beds, tables, white goods, etc, and therefore a reducing demand for disposal.

Presently there is no charge for the service. There are currently 4 crews and vehicles which service this demand.

It is proposed to reduce the number of crews by 2. This is to be combined with a reorganisation of collection schedules and route optimisation which will allow the remaining two crews to complete all of the required collections. This will provide a saving of £110,000. The vehicles currently utilised in the service are subject to lease conditions until 2016 and therefore, at this stage, this part of the saving proposal is based on staff savings.

In addition, further savings have been identified through potentially charging for the remaining service.

If a charge of £5 per item was levied and the Council received 20,000 calls (as opposed to the 39,000 calls received last year) an additional £100,000 would be raised as income. Check are we charging per item/per call.

This would result in a potential saving of £210,000.

## Ramifications of Proposal:

**NB** - The Council has a duty to collect "bulky items" however it has the authority to charge for such a service.

Is there a consequence to 'Threshold': Yes

Is there a consequence to 'Capacity': Yes

The free collection service will be decommissioned and all collections will be charged.

In order to reduce costs the collection teams will be reduced from 4 teams to 2 thus creating potential delay in the service.

There could be a situation where by the delay in collection could cause difficulty to disabled people if an item is left such that it blocks a disabled access site to a home or facility (shop/services).

In this situation it would be unacceptable to allow the barring of access.

In order to mitigate this, any notification that an item is blocking a disability access, then this item is priorities for collection and removal.

## Are there any protected characteristics that will be disproportionately affected in comparison to others?

The charging for removal of bulky items is linked to people's financial position and not their protected characteristic status. However, as stated above due to the charging policy there may be more fly-tipping which could block bona-fide disability access. If this was to happen council would have to prioritise the removal of the item.

## **Consultation**

The Council has a duty to collect “bulky items” however it has the authority to charge for such a service. The Council needs to inform the public in good time that a charge will be introduced from April 2013.

### **Is there evidence that the Public Sector Equality Duties will continue to be met?**

Yes - The Council notes that the introduction of charging may mean people not using the service on purely financial grounds, and regrets that it cannot continue to subsidise the cost when there are other urgent budget requirements.

In relation to disability access being blocked due to fly-tipping the council will endeavour to remove this.

The service will be delivered in accordance with the Equality Act 2010.

Where this proposal affects staff they will be subject to established HR procedures.

### **What actions will follow if proposal accepted by Cabinet & Council?**

Inform service users and staff connected with this proposal.

## People

### F3.1 Children & Young People

#### Service Description: Childhood Services, Youth & Family Support

A range of community based Early Intervention Programmes to support childcare; parenting; access to universal services; play and after school activities

#### It is proposed to commence consultation on/implement the following change –

Implementing the de-commissioning of the VCF contracts for:

- Homestart in Formby & Maghull
- May Logan Centre
- Play Council
- Queens Road
- Helping Hand
- Youth Inclusion

**Rationale for service change proposal –** Whilst the services are valued there is little evidence of the impact on our most vulnerable parents and families.

#### The following activity will change, stop or significantly reduce –

It is difficult to determine the full impact without consulting with VCF partners who may redesign or redirect their services to encompass this work.

#### Impact of Service Change –

**Service Users –** Loss of universal childcare and after school services; 1:1 parenting support and training for Play Workers

**Partners –** May impact upon Voluntary Sector organisations. Additional work will place pressure across remaining universal and targeted services

**Council –** Relationship with VCF partners may be affected.

#### Communications, Consultations & Engagement –

Type Inform  Consult  Engage  Partnership

**Proposed Timeline:** If this option is approved for consultation it is anticipated that an update will be presented to Cabinet in January. Should Council approve this option it is assumed that implementation will be complete by April 2013.

#### Equality Impact Assessment –

Equality implications will be assessed should Members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision. Officers will comply with HR policies and procedures. This will include regular HR monitoring reports to Corporate Services.

#### Legislation Considered – NA

#### Risks & Mitigating Actions –

- Loss of universal support for young families and children – consider any gaps in provision as part of the future Early Help re-designed offer.
- Relationships with VCF may be affected – tendering for future Early Help offer to include VCF providers.
- Loss of after school provision – encourage partnerships across schools and providers to sustain future after school provision.

2012/13 Service Budget: £

Staffing:

Other Resources used:

Saving 2013/14 (#):

Staff at Risk: None

£283,000 Full Year



## Vulnerable People – F3.2

### Service Description: Remodel Day Opportunities

Provision of Day Care Centres for vulnerable adults for respite for carers, social isolation and assistance with personal care and support.

### It is proposed to commence consultation on/implement the following change –

To explore the utilisation of other Council or commissioned facilities. A two month pilot has been established in partnership with Sefton New Directions (SND) in order to set up a series of pilot projects designed to identify the feasibility of increasing the range and quality of services available to all adult service user groups (excluding those with complex needs) using day services through the use of recreational and cultural facilities.

### Rationale for service change proposal –

Based upon the findings of the pilot projects it is believed that the potential exists to co-locate adult day centres within recreation and cultural services. The objectives of this partnership are to improve the quality and range of day services and to reduce the cost of providing recreational and cultural facilities with adult day services via co-location. To increase the independence of vulnerable adults who require day services and to better utilise existing community facilities. Engagement with SND management and Leisure Centre staff has taken place. A benchmarking visit took place with neighbouring authority to learn from their experience. SND staff and management are fully engaged with the pilot scheme.

### The following activity will change, stop or significantly reduce –

Day services will continue in a wider range of venues whilst still offering day placements for service users.

**Impact of Service Change –** Potential to realise financial efficiencies and an opportunity to re-model day provision.

**Service Users –** Service Users will access day services at other locations.

**Partners –** Day Centre Providers.

**Council –** Improved integration of services across a wider range of community facilities, future impact on STU to be included on evaluation of the pilot scheme.

### Communications, Consultations & Engagement –

Type Inform  Consult  Engage  Partnership

**Proposed Timeline:** Two month pilot to commence September 2012 and report back to January 2013 Cabinet

**Equality Impact Assessment –** Equality implications will be assessed should Members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision

**Legislation Considered –** The Council has a power to provide day care to service users who meet the eligibility criteria under the National Assistance Act 1948 (Amendment) Act 1962.

### Risks & Mitigating Actions –

None at this time, to be fully explored throughout the pilot scheme. This type of scheme is already operational in other Local Authorities.

<b>2012/13 Service Budget:</b>	<b>Saving 2013/14 (#):</b>	£750,000	Full Year
	<b>Additional Saving 2014/15 (#):</b>	£1,040,000	Full Year
<b>Staffing:</b>	<b>Investment Required: £TBC</b>	<b>Year?:</b>	
<b>Other Resources used:</b>	<b>Staff at Risk: TBC</b>		

### F3.3

<p><b>Service Description: Reduce Voluntary, Community and Faith Sector (VCF) Support</b> Provision of grant funding for various VCF organisations to work in partnership in the Council to achieve positive outcomes for vulnerable adults.</p>	
<p><b>It is proposed to commence consultation on/implement the following change –</b> Reductions in grant-funding to various VCF organisations (to be confirmed).</p>	
<p><b>Rationale for service change proposal –</b> To explore efficiencies from a range of providers in the VCF sector by analysing outcomes from the following grant-funded providers: People First, Sefton Advocacy, Mental Health Schemes, Sefton Carers Centre, Imagine, Formby CVS, Handy Persons Scheme, Netherton Feelgood Factory, Sefton Visually Impaired Group, Southport Blind Aid, The SWAN Centre, Merseyside Society for Deaf People, Helping Hand, Ainsdale Community Care, Sefton Pensioners Advocacy Centre, Crosby Older Persons Group, Sefton Partnership for Older Citizens, St. Gregory's, Eye Liaison, Short Breaks Development, Transitions Holiday Play Scheme, Sefton OPERA, CiC Alcohol Services, Stroke Care Grant, Bradbury Fields, Alzheimer's Society.</p>	
<p><b>The following activity will change, stop or significantly reduce –</b> Dependent upon level of reduction and to what organisation.</p>	
<p><b>Impact of Service Change –</b> Reduced VCF sector. <b>Service Users –</b> Reduction in available support services. <b>Partners –</b> Reduced grant-funding may impact upon VCF organisations ability to continue to provide services. <b>Council –</b> Potential reductions to the VCF sector may impact upon the Directorates ability to utilise universal services as an alternative to commissioned support services.</p>	
<p><b>Communications, Consultations &amp; Engagement –</b> Type Inform <input type="checkbox"/> Consult <input checked="" type="checkbox"/> Engage <input checked="" type="checkbox"/> Partnership <input type="checkbox"/></p> <p>To engage with VCF sector providers to seek their views on how they could assist to reduce costs.</p> <p><b>Proposed Timeline:</b> If this option is approved for consultation it is anticipated that an update will be presented to Cabinet in January. Should Council approve this option it is assumed that implementation will be complete by April 2013.</p>	
<p><b>Equality Impact Assessment –</b> Equality implications will be assessed should Members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>	
<p><b>Legislation Considered –</b> There is no specific legislation in relation to this however we must be mindful of the statutory obligations to consider the Best Value Guidance in relation to unduly affecting services in the VCF sector.</p>	
<p><b>Risks &amp; Mitigating Actions –</b> A reduction in grant funding to the VCF sector providers may impact upon the future delivery of services and in some cases cessation of services – Consult with providers and give notice of changes to grant funding at the earliest opportunity.</p>	
<p><b>2012/13 Service Budget:</b> £1,200,000 (tbc) <b>Staffing: £Nil Other Resources used: £</b></p>	<p><b>Saving 2013/14 (#):</b> £300,000 Full Year <b>Staff at Risk:</b> Nil</p>

## **Corporate Commissioning**

### **F4.1**

#### **Service Description: Area Committee Budgets**

The budget for all Area Committees is £200,150 per year. There are two statutory functions that the Area Committee budget must fulfil: the replacement of street signs and funding of street bins.

The budget is used by Members at an area level to make improvements to local areas that they feel will make a difference. General guidance is that it can't be spent on things that require ongoing maintenance unless this is agreed; revenue items such as staffing are also not eligible.

#### **It is proposed to commence consultation on/implement the following change –**

It is proposed to reduce the Area Committee budget to £100,000.

#### **Rationale for service change proposal –**

In the past some Area Committees have not spent their full annual allocation and so have some reserves (from carry over from previous years).

#### **The following activity will change, stop or significantly reduce –**

Each Area Committee spends its budget in different ways and responds to the needs of its residents. Typically, funds have been used to pay for Traffic Regulation Orders, alleygates, one off community events, environmental improvements and local safety measures, plus street signs and bins.

#### **Impact of Service Change –**

**Service Users** – would limit what could be resourced to respond to needs of residents to replacement of street signs and street bins. Criteria would need to be revised to limit what resources could be spent on.

**Partners** – there would be no additional resources to support partners to deliver specific initiatives in local areas.

**Council** – there would need to be some consultation in order to revise funding criteria to ensure maximum use of resources; reduction in additional services being bought from existing Council departments. The Area Committee funding would no longer be available to fund additional services through the Council and therefore there may be increased expectation of existing services as no enhancements could be funded.

#### **Communications, Consultations & Engagement –**

Type Inform  Consult (External)  Consult (Internal)  Engage

Partnership

**Proposed Timeline:** Engagement by 6 November 2012

Implementation: 1<sup>st</sup> April 2013

#### **Equality Impact Assessment –**

The Quality Assurance group in looking at this option recognises that it is a technical change. Statutory services will remain in place with regard to replacing street signs street bins. Revised processes concerning the other activities will be subject to concurring equality analysis. As a consequence there will be no equality implication to this change.

**Legislation Considered** - There is no specific legislation in relation to this however the Council must be mindful of the statutory obligations with regards the placement of bins and maintenance of street signs.

**Risks & Mitigating Actions** – Currently Area Committee budgets have been used to respond to specific local issues and reduction in resources will limit our ability to do this. Revision to criteria and consultation on local priorities may mitigate some of this as potentially will rule out some actions. Also continued negotiations with services and partners by the Corporate Commissioning Department will assist in responding to local issues.

**2012/13 Service Budget:**  
£200,150

**Staffing:** N/A

**Other Resources used:**

**Saving 2013/14 (#):**

£100,000

Full Year

**Staff at Risk: No**

**Service Description: Voluntary, Community and Faith sector Grants**

Grants to Voluntary, Community and Faith sector organisations.

**It is proposed to commence consultation on/implement the following change –**

To cease and reduce funding to organisations listed below who currently receive grant funding.

**Rationale for service change proposal –**

As part of the VCF Review, all organisations in receipt of a small one off grant from the Council in 2010/11 were awarded the same level of grant each year. The impact of the small grants on local residents has been assessed as part of the performance management arrangements. This has established that the organisations listed below in receipt of small grants are not able to effectively demonstrate that they are providing an essential service which impacts on the most vulnerable. All small grant recipients have been informed that future years funding is determined on demonstrating continuing need and impact.

The Benefiting Older Persons Fund is a pot of money which is given out twice a year to small groups for one off activities. The outcomes of this have been really positive in that recipients of the funding have reported feeling less socially isolated and having increased levels of confidence. However, although this is a fund which is valued by the community it does not provide a statutory service and Sefton CVS could support and signpost smaller organisations to other sources of funding to mitigate any impacts that may arise from the withdrawal of this resource.

Other grants to be reduced or stopped have also been assessed for impact on residents through the performance management process. Light for Life receive a contribution towards the Housing Advice Centre in Southport. A reduction in resource will mean that levels of support to work with tenants and landlords to resolve disputes would reduce. The capacity to deliver surgeries in town centre locations would be affected. However, this is not providing a statutory service. As part of any mitigating actions, Sefton CVS would be asked to work with Light for Life to identify how they would support this organisation. Light for Life is funded by Supporting People and Central Govt funding passported through the Council. Therefore, any decision about reduction in resource will need to be looked at in terms of cumulative impact.

Shop Mobility in Southport has already had its resources reduced in previous years with no visible impact on the service. There is a need to assess whether the resource from the Council contributes towards an essential element of the service, or could more income be raised. At the moment, the Council are awaiting information on performance in 2012/13 to make an initial assessment.

The infrastructure grant that is given to the Council by Sefton CVS is currently under review and will be complete by the end of September 2012. The outcomes of the review will reshape the focus of the service to ensure that it effectively meets the needs of the Council as commissioner and people within the community. Consultation with officers has identified some key areas that require some focus, this has been coupled with consultation with the VCF sector who have identified their expectations and experiences of CVS services. The initial findings have identified that some areas of the service could be reshaped and realise

**The following activity will change, stop or significantly reduce –**

The small grants allocations originally offered as one off contributions would stop. This would affect:

- Salvation Army; Anthony Walker Foundation; Pride of Sefton Narrowboat and Sefton Stars

Grants given to Light for Life and Shopmobility would cease.

BOP Fund- Small Grants Panel would cease.

There would be a reduction in resource to support infrastructure services offered by Sefton CVS. The whole grant to CVS is currently under review and the service is being reconfigured.

**Impact of Service Change –**

**Service Users –** Some activities provided by the groups affected may have to stop. In most cases the Council only provides a contribution to the total cost of provision.

**Partners –** N/A

**Council –** Stopping of BOP and small grants would have no impact on the Council. Less support would be available to the Council from the other organisations. There would need to be consultation with Sefton CVS in order to revise funding requirements to ensure maximum use of resources.

**Communications, Consultations & Engagement –**

Type Inform  Consult (External)  Consult (Internal)  Engage   
 Partnership

**Proposed Timeline:** (January 2013)

Implementation: (April 2013)

**Equality Impact Assessment –**

Equality implications will be assessed should Members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.

**Legislation Considered -** There is no specific legislation in relation to this however we must be mindful of the statutory obligations to consider the Best Value Guidance in relation to unduly affecting services in the VCF sector.

**Risks & Mitigating Actions –** There is no legal requirement on the Council to provide grant aid; however the VCF sector does provide valuable services the Council is unable to provide. Risk the Council could be challenged against reducing resources in the sector. Manage by ensuring any proposals to reduce funding have considered equality impacts. Suggested reductions are for services not deemed as essential provision.

Disintegration of relationship with VCF organisations affected – avoid by appropriate engagement about service changes and communication of decisions.

**2012/13 Service Budget:**  
 £1,099,068  
**Staffing:** N/A  
**Other Resources used:** -

**Saving 2013/14:** £267,000 Full Year  
**Staff at Risk:** No

F4.3

<p><b>Service Description: Double Rating</b>            Grant subsidy for parishes that are precepting bodies to compensate for the delivery of concurrent functions such as grass cutting, parks etc. These ex-gratia payments to parishes commenced in 1976/77 and were based upon acreage.</p>			
<p><b>It is proposed to commence consultation on/implement the following change –</b>            To reduce funding to Town Council/Parishes for double rating in line with reduction in Council Grounds Maintenance contracts.</p>			
<p><b>Rationale for service change proposal –</b> Grant subsidy for parishes that are precepting bodies to compensate for the delivery of concurrent functions such as grass cutting, parks are subject to review in the light of the general economic situation.</p>			
<p><b>The following activity will change, stop or significantly reduce –</b>            The parish will reduce maintenance of grass cutting and parks.</p>			
<p><b>Impact of Service Change –</b>  <b>Service Users –</b> Change in what is currently delivered in terms of quality – parishes may reduce what they deliver or stop some services altogether.  <b>Partners –</b> N/A  <b>Council –</b> Possibility that service standards may reduce, but Council will expect level of service equivalent to that provided by them with additional services provided by precept to Town/Parish Council.</p>			
<p><b>Communications, Consultations &amp; Engagement –</b>            Type Inform <input type="checkbox"/> Consult (External) <input checked="" type="checkbox"/> Consult (Internal) <input checked="" type="checkbox"/> Engage <input checked="" type="checkbox"/>            Partnership <input type="checkbox"/></p> <p><b>Proposed Timeline:</b> Consultation by November 2013.            Implementation: April 2013.</p>			
<p><b>Equality Impact Assessment –</b>            Equality implications will be assessed should Members agree the proposed option be taken forward. This will be reported when final recommendations are brought for a decision.</p>			
<p><b>Legislation Considered -</b> The payment is made to supplement work carried out by Town Councils and Parishes that would normally be the responsibility of the Council there is no direct legislation covering this work however health and safety issues need to be considered in terms of access and visibility.</p>			
<p><b>Risks &amp; Mitigating Actions –</b> There is no legal requirement on the Council to provide grant aid; however, completely withdrawing this grant may lead to functions being handed back to the Council and hence additional resource requirements.            Risk that the Council does not have these built within an existing grounds maintenance contract and so would need to revise the contract, which would encompass additional costs.            Poor relationship with Parishes who may be reluctant to carry on services.</p>			
<p><b>2012/13 Service Budget:</b>            £262,000  <b>Staffing:</b> N/A</p>	<p><b>Saving 2013/14 (#):</b>  <b>Staff at Risk: No</b></p>	<p>£33,000</p>	<p>Full Year</p>
<p><b>Other Resources used:</b></p>			

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